



# **Neighborhood Planning for Community Revitalization**

**Jordan Area Community Council**  
The School Site House Moving Project: A Report

A CONSORTIUM PROJECT OF: Augsburg College; College of St. Catherine; Hamline University; Higher Education Consortium for Urban Affairs; Macalester College; Metropolitan State University; Minneapolis Community College; Minneapolis Neighborhood Revitalization Program; University of Minnesota (Center for Urban and Regional Affairs; Children, Youth and Family Consortium; Minnesota Extension Service); University of St. Thomas; and Minneapolis community and neighborhood representatives.

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# **Jordan Area Community Council** The School Site House Moving Project: A Report

Conducted on behalf of Jordan Area Community Council  
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August 1999

*This report (NPCR 1133) is also available at the following internet  
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## **NPCR ACKNOWLEDGEMENT/ DISCLAIMER**

**August, 1999**

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## EXECUTIVE SUMMARY

In October 1997, the Jordan Area Community Council (JACC), a neighborhood organization in North Minneapolis, embarked on an ambitious 'House Moving' project. Seven houses in the neighborhood were moved to make way for a new public school. The project is nearing completion in August 1999 with the sale of the relocated houses and properties. The project was made feasible through a unique partnership of the neighborhood organization, government agencies, non profits and private developers.

The house move project started with a big promise. The scale and complexity of this project were large and the determination of JACC to embark on this project is commendable. However the project resulted in strained relationships with city agencies, conflicts with associates, major financial overruns, staff and volunteer burnout, and a depletion of JACC's NRP resources. The main issues in this project were; the process of site selection, finances and funding, coordination among the various agencies and parties, time frame for the project, and group meetings within JACC.

This report describes the pros and cons of the house moving project. It is structured in three chapters; the first chapter is a brief introduction to the project, the second chapter explains the various issues in the project, and the third chapter evaluates the project process with critical recommendations. Supporting information on the contracts, financial spreadsheets and statistics can be found in the attachments.

## **1. Chapter 1: Introduction to JACC and the School Site House Moving Project**

This report describes in detail the process and some of the issues the Jordan Area Community Council (JACC) encountered in implementing the School Site House Moving Project. The JACC is a neighborhood organization in north Minneapolis, with the stated mission of 'organizing people, knowledge, and capital for the collective empowerment of Jordan residents'.

### **1.1 Introduction**

Jordan's boundaries are defined as the areas enclosed by Lowry, Emerson and West Broadway Avenues in North Minneapolis. The total population of Jordan based on the 1990 census is 7,752 and the number of households are 2,713<sup>1</sup>.

The JACC has a strong commitment to organizing the community around issues defined by the community. Jordan's primary activities concerning housing are:

- Improving and maintaining housing stock
- Reducing vacant lots
- Funding loans for revitalization and
- Encouraging home ownership

To operate, JACC does both formal and grass roots fundraising. In addition to the issues, work that is central to JACC's existence as a community organization, JACC is involved in activities such as Neighborhood Watch, Block Clubs, a monthly newsletter and a bi-monthly flyer.

One of the key community issues taken up by JACC in 1998-99 was the School Site House Moving Project. This project was the first of its kind for both JACC and the City of Minneapolis that brought about many challenges and mixed responses. This is explained in

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<sup>1</sup> Refer Attachment A, for demographic details.

detail in the remaining document. Also refer Attachment B for regional and surrounding maps of the Jordan neighborhood.

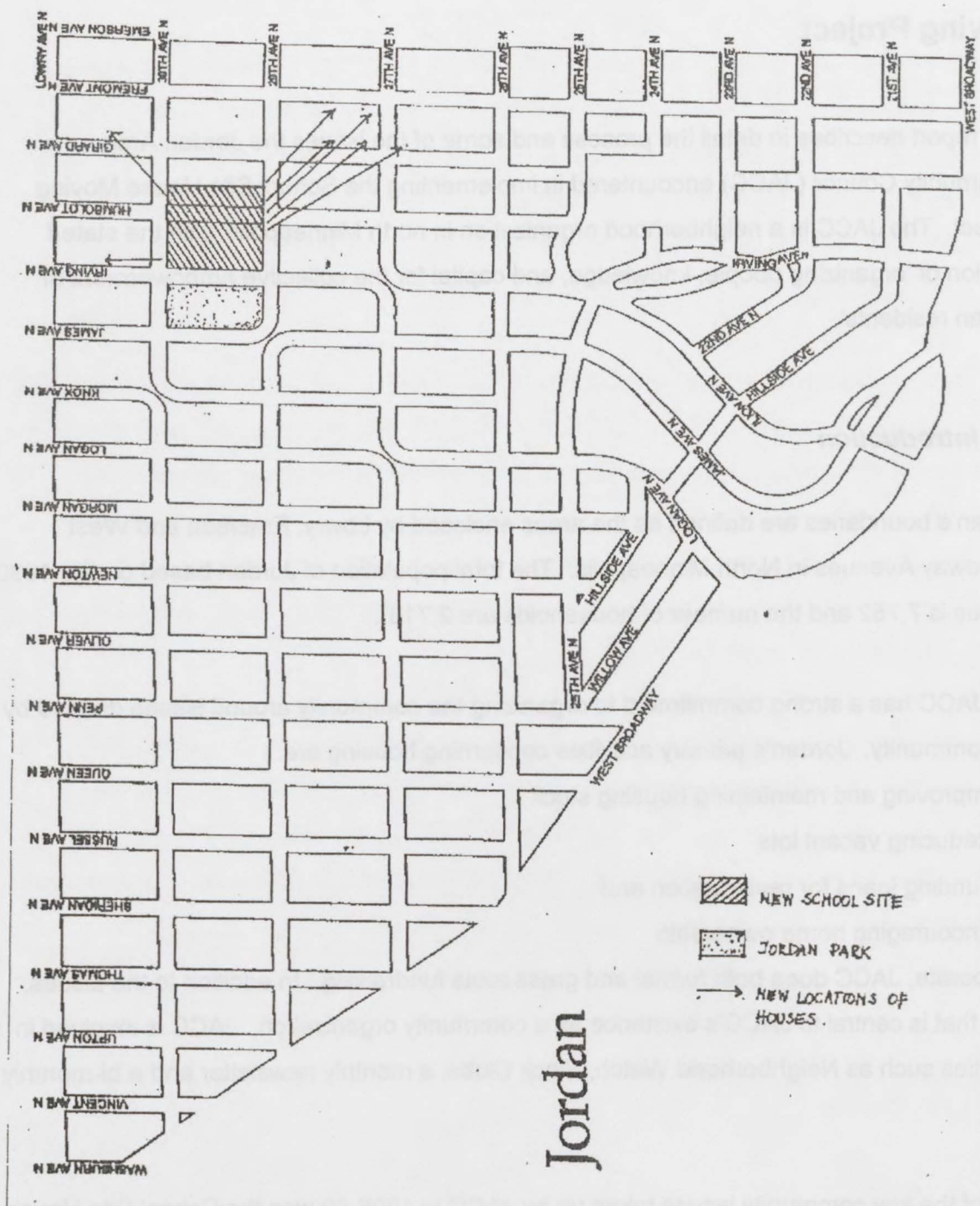


Figure 1: Jordan neighborhood location map



## **1.2 The School Site House Moving Project**

The School Site House Moving project in Jordan was initiated in October 1997, when the Minneapolis Public Schools (MPS) announced its intention to build a school (K-8) in the Jordan Neighborhood.

The proposal brought in a great opportunity for the neighborhood in terms of addressing problems of properties located within and near the school site, improvement in the quality of life, and the benefits of a school in close proximity for its residents. However the primary issue was the availability of space for a project of this magnitude. A feasibility study was done by a professional architecture firm (The Kodet Architecture Group), for the MPS and it was estimated that in term of space, a minimum of one block in the neighborhood would be required.

The location chosen for the project was in proximity to the Jordan Park, between 29<sup>th</sup> and 30<sup>th</sup> Av. N; and Irving and Humboldt Avenues. The rational for choosing this site was its proximity to the park, which could now be better used when the school is finished. (See figure 1 for location on map.)



**Figure 2: The house move in progress**

### **1.3 Initial budget and purpose of the project**

Once the school site was determined by the neighborhood, it meant twenty-nine houses would be demolished. The option to move houses taken up by JACC resulted in the moving of seven houses. The initial estimates and funding sources established in the beginning stages of the project in March 1998 was as follows:

<b>Expected actual costs</b>	\$ 2,264 to purchase land \$ 26,000 to move each house \$ 62,000 to put in new basements, with utilities
<b>Total costs</b>	\$ 90,664 per house X 7 (No. of houses) \$634,648 +\$100,000 (Additional expenses) <u>=\$734,648</u>
<b>Expected Revenues</b>	\$250,000 from sale of houses \$ 90,000 from contractor/recovered costs \$200,000 NRP Action Plan
<b>Total Revenue</b>	<u>=\$540,000</u>
<b>Total deficit</b>	<u>=\$194,648</u>
<b>Funding available</b>	\$125,000 from NRP GO Bond \$ 80,000 from revenue generated through lots sold \$111,000 Hennepin County NRP
<b>Total available (if required)</b>	<u>=\$316,000</u>

The surplus budget was ambitious and the project finances did not turn out the way JACC expected. Initial estimates went wrong and many overhead expenses were not taken into consideration. NRP money was the prime source for funds. This meant that funding for other housing work in the Jordan neighborhood was ignored as the School Site House Moving project took all the effort and money. The financial overruns and lapses are explained in chapter two. (Refer attachment C for detailed financial spreadsheets prepared by Northside Neighborhood Housing Services and initial budget estimates by the consultant/contractor, Will Bartruff.)

## **2. Chapter 2: The Project Process**

The new school site will require the relocation, and or demolition of 29 houses and their related garages. This was needed to be done in a short time frame of three months.

Through a unique partnership of JACC, non-profits, government agencies and developers, 10 houses were moved to make way for the new public school<sup>2</sup>. The houses were moved to new lots in the Jordan neighborhood, from 2900 blocks of Humboldt and Irving Avenue. The initiative to save the homes, a priority for JACC is based on its stated housing objectives to improve the housing stock and reduce the number of vacant lots in the neighborhood.

The houses vary in size from large 'four square' style full two story houses to one and a half story bungalows, to small one story two bedroom houses. The block make-up that is common in the Jordan neighborhood leads a distinct advantage when moving houses. Certain housing styles need not have to be matched to specific lots or style of blocks.

The houses in the new school site were rated from 1 to 4 stars<sup>3</sup>, based on their characteristics, viable for house moves.

4\* rating, would indicate significant houses in good condition with substantial construction detailing. Most of these are the larger houses.

3\* rating, indicates houses that are perhaps in a not as good condition, but still have the scale and value enough to make moving them viable.

2\* rating, indicates are smaller and in worse condition, that are not very suitable for house moves.

1\* rating, indicates the lowest rated house, mostly because of size and condition.

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<sup>2</sup> The initial proposal was to move 15 houses, which was reduced to 10 and finally to 7 for JACC, for reasons of finances and magnanimity of the project.

<sup>3</sup> In rating the houses, the following features are to be pointed out: 1. The interior was not evaluated, which was the next step. 2. The largest houses are likely to be moved the shortest distance, based on the fit in the new site. 3. The smallest houses can be moved to farther vacant lots, as moving is easier.



The houses were rated in this manner and a decision to move certain houses were made after focus group meetings.

Initially the cost to move each home was estimated at \$ 50,000 and included construction of a new foundation, basement featuring egress windows, and ten-foot high ceilings. Inspections were to be conducted by the Minneapolis Inspection Department, the Minneapolis Lead Program and the Center for Energy and the Environment. New furnaces, hot water heaters, windows, and adequate insulation were to be installed. Approximately \$10,000- \$20,000 in home improvements were suggested for each home, including landscaping on all new lots. The economics of this is that it was initially suggested to market the homes to a variety of income levels starting near \$70,000. The initial schedule for the project completion was mid-October 1998. (Refer Attachment D for the Memorandum of Understanding reached between JACC, MPS and the MCDA for this project.)

## **2.1 The Main Issues in the Project**

The main issues in this house moving project can be pinned down to the following:

- Site selection and process, for the new school
- Finances and funding for the house moves and home improvements
- Coordination between funding, implementing and overseeing agencies
- Time frame for the project
- Focus group meetings within JACC

### **2.1.1 Site selection process**

The main players in the site selection for the new school were the Minneapolis School Board; the agency responsible for the four new schools planned for the North side, of which Jordan was one,<sup>4</sup> and The Kodet Architectural Group Ltd.; the architects chosen for the school project, besides JACC. The issue of making a decision for the site was brought forward in the JACC Annual Meeting held on October 30<sup>th</sup>, 1997.

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<sup>4</sup> The School Board embarked on an ambitious plan to complete the school in 22 months, to have it ready for the 1999 school year.

After two focus group meetings on November 3<sup>rd</sup> and December 13<sup>th</sup>, and based on the study by the Kodet Architectural Group, an estimate for the cost of acquisition and relocation was done by MCDA. The estimated cost was approximately \$6.4 million.

The rationale for choosing this site was that it was close to the Jordan park which can compliment the school. However some basic questions still remained unanswered in the focus group meetings regarding the school and site selection. The questions were:

- Why build a school
- Why make such a quick decision
- Could other spaces in Jordan be considered

### **2.1.2 Finances and Funding**

The finances and funding is the single most important aspect in this project. Will Bartruff, the consultant, initially estimated that the cost involved per property would be in the region of \$50,000. The MCDA on the other hand estimated that it would cost \$189,000 to move a house. Both the estimates seemed unrealistic. The actual costs estimated were to be \$90,000 per property, with an additional \$100,000 in overhead expenses. This figure affected the decision on the number of houses to be moved. Jordan decided to restrict itself to seven houses. Will Bartruff personally obliged to move the other three.

Through this project JACC was expected to get back \$250,000 by selling these houses, and \$90,000 from Will Bartruff the main contractor, for the other three houses moved. The NRP Action Plan would give JACC \$200,000. This however still put JACC short of fund by approximately \$193,000. JACC identified two sources to generate this money. They were; the General Obligation bond allocation through the Jordan NRP Action Plan; and revenue from prior Jordan activity (lots sold in the neighborhood). Together this would amount to \$205,000, which would account for the deficit. A third source was identified through the Hennepin County NRP. However during the actual implementation of the project these figures did not hold true. This is discussed in detail in the section on the financial situation. (Refer Attachment C for more details.)

### **2.1.3 Coordination between funding, implementing and overseeing agencies**

The project by its nature, brought about and required a unique partnership of the community, its representing neighborhood organization, non-profits and government agencies. The project involved government money and land. Private developers were involved in developing the houses and selling it for profit.

The dynamics as in most projects of this scale, involving many players, has its ups and downs. In this project as well, a lot of emotions and ill feelings, and reputations were at stake. The City Authorities feel that they were not consulted in the initial stages. JACC feels that the City is against house moves in principle. The contractors failed to acknowledge their initial lack of understanding of the project. The developers have a problem with the lack of a professional approach by JACC. These are some of the general feelings about the dynamics among the players. This however cannot discount the fact that all the players have arrived at some consensus on the different issues, to achieve the goal of seeing this project through. This has successfully brought this project to near completion.

### **2.1.4 Time frame for the project**

Thought about the School Site House Moving project began as early as October 1997. The decision to go ahead with this proposal was taken in Summer 1998. The Minneapolis Public Schools (MPS) came up with a challenging schedule to have the school ready for Fall 1999. This gave JACC very little time to make a thorough analysis and research into 'House Moves' before jumping into this decision.

Actual work on the House Moves began in August 1998. The project was expected to be wrapped up in eight months, which was March 1999. Unforeseen events, financial miscalculations besides unawareness of the complexity of this project forced JACC to extend this project indefinitely. The final deals on the houses are currently being done and

the project is expected to be wrapped up shortly. This tentatively means a project time line of twelve months.<sup>5</sup>

### **2.1.5 Focus group meetings within JACC**

The Focus Group meetings in JACC are the main forum for final decision making. The whole community is invited to attend meetings on issues concerning the neighborhood. For the School Site House Moving project, three Focus Group Meetings were organized on October 27<sup>th</sup>, 28<sup>th</sup>, and 29<sup>th</sup>, 1998 to arrive at a decision on the House Move.<sup>6</sup>

The participation in these meetings organized by JACC was poor and an average of ten to fifteen people attended each of these meetings. These include the office bearers and staff at JACC.

## **2.2 Details of houses moved and project tasks**

The following list shows the details of the ten houses that were actually moved. The houses were moved and redone by the agencies mentioned. Will Bartruff the main contractor and consultant for the project, initially bought three houses from JACC, leaving seven houses for JACC to rehab and sell. NNHS and the Mason Group, are the developers of the other houses.

From address	To address	Agency(s) involved in sale
2947 Humboldt Ave. N	2819 Emerson Ave. N	JACC, Will Bartruff
2930-32 Humboldt Ave. N	2823-27 Emerson Ave. N	JACC, Will Bartruff
2946 Irving Ave. N	2650 Girard Ave. N	JACC, NNHS
2954 Irving Ave. N	2700 Girard Ave. N	JACC, NNHS

<sup>5</sup> The idea was first mooted in fall, 1997.

<sup>6</sup> Focus Group Meetings are called when important decisions are to be taken. The invitation to the residents are expressed through the flyers JACC publishes. The three meetings were held in different locations in the neighborhood to encourage maximum participation.



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2907 Humboldt Ave. N	2707 Girard Ave. N	JACC, Mason Group
2900 Humboldt Ave. N	2717 Girard Ave. N	HOW Program
2948 Humboldt Ave. N	3023 Girard Ave. N	JACC, Will Bartruff
2934 Irving Ave. N	2810 Humboldt Ave. N	JACC, Mason Group
2918 Humboldt Ave. N	2704 Humboldt Ave. N	JACC, Dartell Lipscomb
2942 Irving Ave. N	3016 Irving Ave. N	JACC, NNHS

This project involved many technical and management skills. On behalf of JACC, the Executive Director and the Housing Coordinator were involved in the day to day management and overseeing of the project. The table below explains sequentially, the tasks accomplished in the project process. The table explains the task, its major components and the agencies responsible for accomplishing the specific task. The tasks were completed over a twenty-four month schedule.

Task	Agency
<b>1. Evaluation of Houses</b> Determine which houses could be moved Value, market price before and after cost of move Feasibility to move	Appraiser Semple Movers
<b>2. Determine sites for relocation</b> Minimum size Accessibility to site Determine potential routes	Inspectors, MCDA, JACC Mover, Mover, Forestry, Utilities
<b>3. Financing</b> Obtain bridge loan Lot purchase Actual house Move New foundation, excavation and back-fill Disconnect and reconnect all services Other code compliance, landscaping End financing for new home buyer	JACC, FNB      Mason Group

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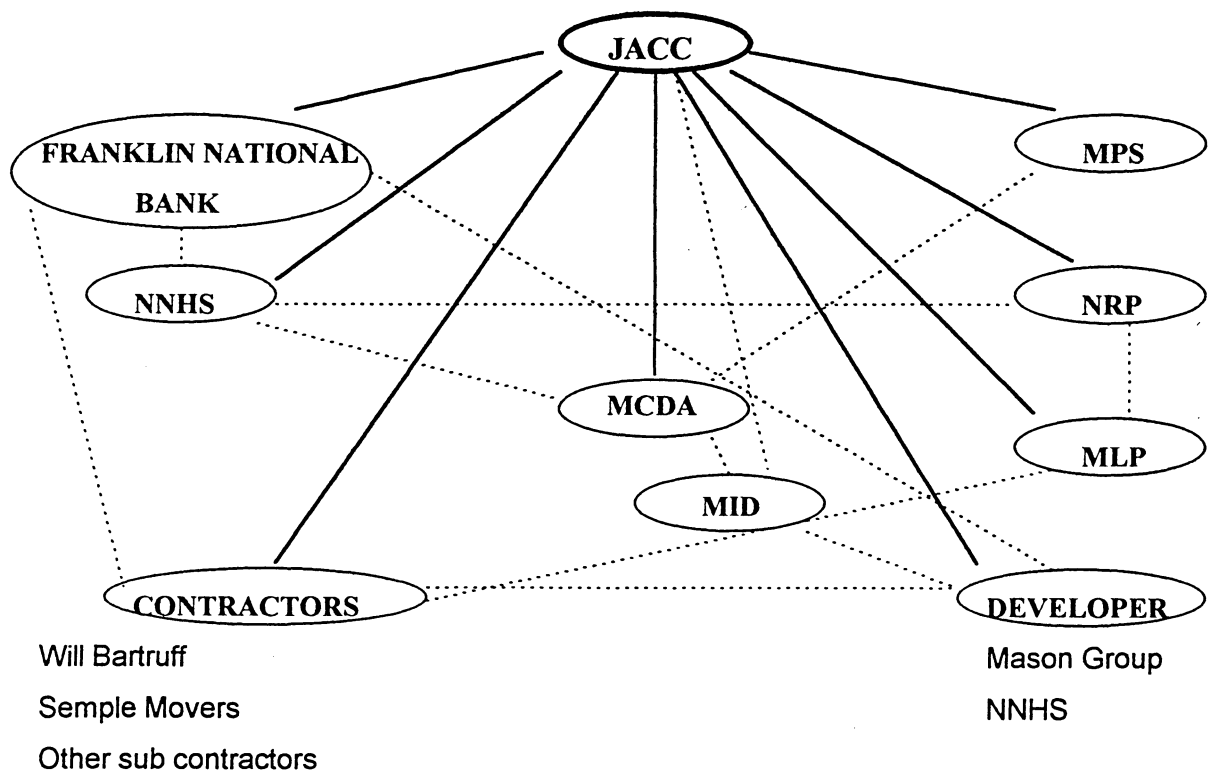
<b>4. Hire Mover</b> Assess track record of mover Check availability and cost Negotiate cost and contract Sign contract Determine the best fit site for each house	JACC  JACC and Mover JACC and Mover JACC and Mover
<b>5. Obtain house</b> Hire mover (according to MCDA regulations) Submit bid Acceptance of bid (constitute sale to mover) Signing; Moving; Contract	JACC Mover Mover and MCDA
<b>6. Moving Houses Part 1</b> Excavation of new site Determine depth of new basement Obtaining all permits Remove basement and site clearing Code compliance inspection Raise House	Excavator and Mover  Mover and JACC Excavator Inspections Mover
<b>7. Moving Houses Part 2</b> Side lot house or pull directly out Trim trees/ remove if necessary Line removal Permits required and obtained, paid in advance	Move Forestry NSP/ Paragon/ US West JACC/ Mover
<b>8. Moving Houses Part 3</b> Streets marked 2 days in advance of the move day Actual Move- houses loaded on wheels, made ready for pull Houses moved to new location In new location- house lifted Put on cribbing and wheels removed	Mover  Mover Mover Mover Mover
<b>9. Basements</b> Obtain permits Lay footings (day 1); allow to dry (day 2) Begin block placement of building footprint Connect utilities; water, sewer Hire basement contractors Install egress windows Put new sill cap and vapor barrier	JACC or Contractor Contractor Contractor Plumber JACC or Contractor Contractor Contractor

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Drop house into position Tuck point I-beam holes Nail old sill to new sill and bolt Begin backfill and install drain tile Grade site to top of egress window cans Finish backfill at old house site	Mover Contractor Contractor Excavator Excavator Excavator
<b>10 Code compliance completion</b> Hook up services Hire electrical contractor (Furnace Co.) Elect. Contractor to pull permit Determine feasibility of old system Hire company for furnace installation Furnace company to obtain permit Determine type of furnace Complete furnace installation Furnace arranges reinstall or Minnegasco	JACC, Electrical contractor Electrical Contractor Electrical Contractor Furnace contractor Furnace contractor Furnace contractor Furnace contractor Furnace contractor
<b>11. Other issues</b> Landscaping Interior painting, repair and finishing	Master Craft Mason Group, NNHS
<b>12. Finish Houses</b> Code Compliance Rehab Accounts and audit	MID, Mason Group, NNHS, JACC JACC, NNHS
<b>13. Sell Houses</b> Purchase MCDA property Marketing houses Loans and Purchase programs	MCDA, FNB, NNHS, Mason Group and JACC, NNHS

### **2.3 The Key Players in the Project**

The relocation of homes in the Jordan neighborhood to make for the new public school was made possible through a collaboration between the following community organizations, non-profits and government agencies. The figure below explains a complex web of interrelationship between the various agencies.



**Figure 3: A complex web of interrelationships**

- **Jordan Area Community Council (JACC)**

Jordan Area Community Council (JACC) is the grassroots neighborhood organization that represents the residents of Jordan neighborhood. The figure on the next page shows the organizational structure of JACC



## JACC ORGANIZATIONAL STRUCURE

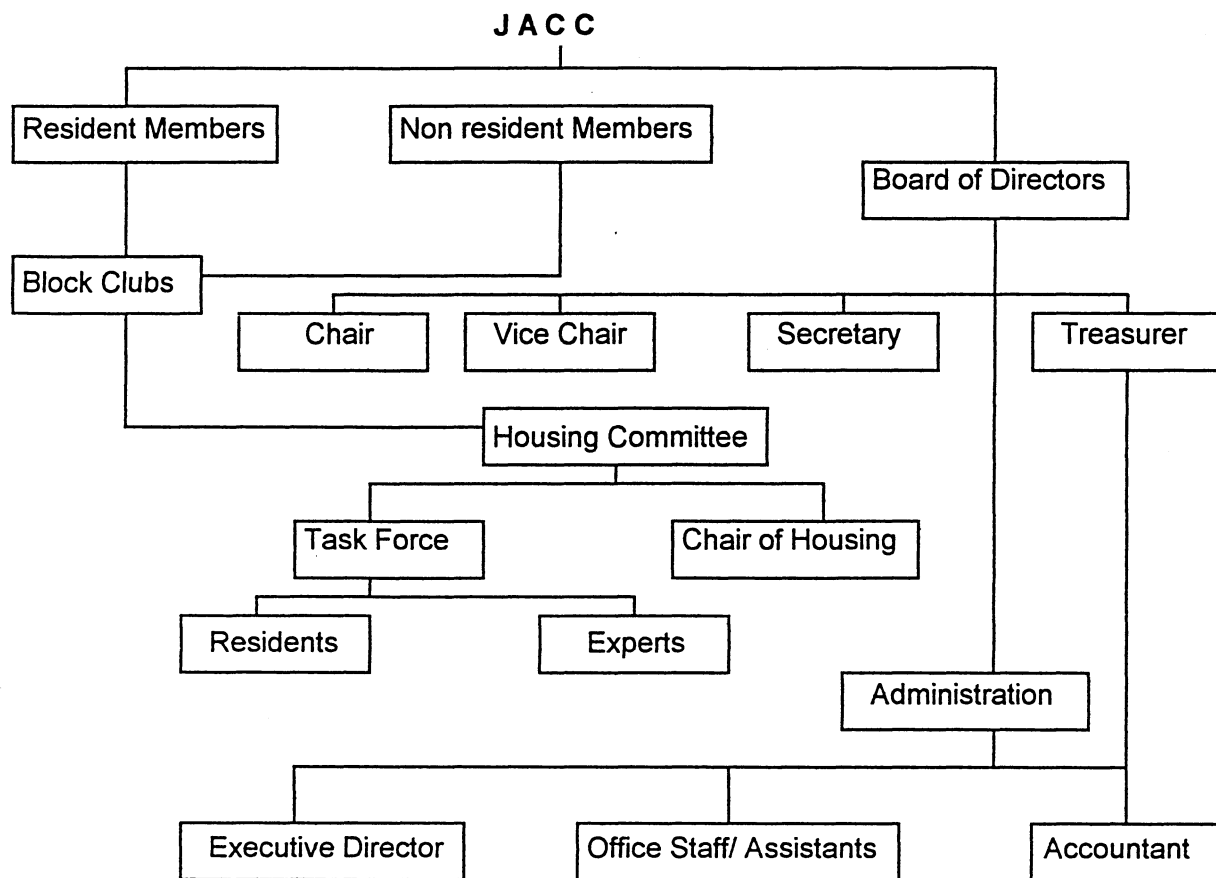


Figure 4: JACC Organizational Chart

- **Minneapolis Community and Development Agency (MCDA)**

MCDA is the development arm of the city government. MCDA purchased the lots located at the school site on behalf of Minneapolis Public Schools. Homes moved from the site will be relocated on vacant MCDA owned properties and sold for redevelopment.

- **Neighborhood Revitalization Program (NRP)**

A program started by the city of Minneapolis, to develop and implement a 20 year plan in each neighborhood. Jordan's current housing plan was developed around this and will be funded partially by NRP funds. The NRP helped facilitate the partnership that made this

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project possible. In addition NRP financed demolition and clearing of the lots to which the homes are being moved. (Refer Attachment E for NRP Action Plan contracts for JACC.)

- **Northside Neighborhood Housing Services (NNHS)**

Northside Neighborhood Housing Services is a non profit organization that administers Jordan's loan programs. NNHS has provided services such as mortgage counseling and lending to residents displaced by the new Jordan School. NNHS will market the relocated homes, provide home ownership assistance and purchase or rehab opportunities for home buyers. (Refer Attachment E for letter of understanding between JACC and NNHS)

- **Minneapolis Public Schools**

Minneapolis Public Schools (MPS) is the city agency concerned with the local education system. The MPS initiated the decision to build a K-8 school in the Jordan Neighborhood. The school is scheduled to start functioning in Fall 1999.

- **Mason Group and D.C. Thayer Construction**

Mason Group and D.C. Thayer Construction partnered with JACC to purchase and redevelop up to thirteen houses initially. It is now doing the same for three of the total seven houses moved.

- **Minneapolis Inspections Division (MID)**

The City's Inspection Division will conduct inspection of the homes before relocation occurs. Each house will comply with the Housing Maintenance Code before it is placed on the market.

- **Contractors**

Project Coordinator Will Bartruff, the main general contractor and consultant was hired by JACC to coordinate the whole project. Semple Movers were the main contractors responsible for the actual house move and excavation. Hendrickson for basements and slabs, Mike Kirk for carpentry, Master Craft for landscaping and RJ Miller for plumbing.

- **Minneapolis Lead Program**

The Minneapolis Lead Program will address any lead hazards present in homes relocated. The City's 10,000 Windows program will line or replace existing windows covered with lead based paint and work with contractors to address other interior and exterior lead hazard issues.

- **Franklin National Bank**

The bank in Minneapolis that extended a line of credit for this project.

## **2.4 The Process on a Time Scale**

The table below explains the timing of the major events in the project life cycle. Though the project was initially scheduled to be completed in six months, it has finally ended up taking twenty-four months since the idea was first put forward.

Month/Year	Major Event(s) in project cycle
October/ 97	Idea first mooted
January/ 98	Meeting in JACC to explore issues
March/ 98	MPS appraisal of the project completed JACC's Discussion with MCDA
April/ 98	JACC discusses project with NNHS and SNHS
May/ 98	Discussion on finances and funding-NRP MCDA relaxes 'code' compliance for 'to be moved houses'
June/ 98	Will Bartruff hired as contractor/ consultant for the project Victor Raymond (Executive Director for JACC) and Will Bartruff meet with moving companies Minneapolis Lead Program to do 10,000 windows Developers, The Mason Group involved in the project.
July/ 98	NRP give green light signal, initial funding solved MCDA requires complete 'code compliance' Confusion on the process of 'Title Transfer' of the properties. JACC

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	and MCDA engaged in intense discussion over the month.
August/ 98	The 'House Move' completed in two weeks MCDA has reservation on Will Bartruff's ability to complete the project Project Appraisals to be completed for this period not completed by JACC JACC signs purchase agreement with The Mason Group
September/ 98	JACC realizes the bad financial situation as the bills come in, paying up becomes the main issue Will Bartruff moves 3 houses at his cost Problems with 'entry permits' into the new sites NNHS is involved by JACC to manage finances
October/ 98	MCDA to purchase 2717 Girard under the Home Ownership (HOW) Project NRP requires a new drafted plan for proposed additional funds Focus group meetings within JACC to take stock of the situation
November/ 98	Executive Director in JACC leaves on vacation as issues get complicated Char Perry, the new Housing Coordinator takes over the coordination of the House Moving Project
December/ 98	House Moving Task Force meet with staff of NNHS for action on finishing the project
January/ 99	NRP Money comes through NNHS agrees to work with JACC on this project, accept to work without fees Documentation required by NRP from JACC for additional funds is delayed
February/ 99	Fallout with the Mason Group as MCDA requires them to sign a Redevelopment contract Work in progress on finishing the project
March/ 99	Mason Group threatens to sue JACC Mason Group issue solved by JACC reducing the sale price by \$2000

	per property
March to August /99	Progress on the finishing of the project. Closure and sale of all the properties expected

## **2.5 Summary of Players' Opinions on the Project**

Over the period of eleven weeks, during which the documentation of this project was done, the key players and organizations involved in this project were interviewed. This was to understand the particular organization's or individual's view on the process and outcome of the project.

The questionnaire format chosen was generic and open ended so as to get more comments without bias. A sample questionnaire is shown in the figure below. Refer attachment G for interview summary sheets.

### **INTERVIEW SUMMARY OF KEY PLAYERS IN THE JACC SHOOOL SITE HOUSE MOVING ROJECT**

<b>Name</b>	<b>Organization</b>
What is your role in this project	<b>Comments</b>
Did you experience any difficulty in implementing your part. Explain	<b>Comments</b>
What do you think are the achievements and shortcomings of this project	<b>Comments</b>
How could the project have been done otherwise	<b>Comments</b>
How important do you think the project is for JACC as a neighborhood organization	<b>Comments</b>

**Figure 5: Format of interview questionnaire**

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The comments from the interviews were analyzed and compared as it had exposed different angles to the same issues, expressed by different persons. This formed the main basis for the recommendations explained in the next chapter.

### **2.6 The Financial Situation**

The financial situation is based on an analysis of the spreadsheets worked out by NNHS. The following is the financial summary as on March 31, 1999. (Refer attachment C for detailed spreadsheets.)

#### **Costs**

House Move Expense <sup>7</sup> (10 houses, 3 of Will Bartruff's)	= \$ 241,196.27
Rehabilitation costs <sup>8</sup>	= \$ 516,283.59
Total JACC obligation	= \$ 776,133.86

#### **Revenues**

Sale of properties	= \$ 226,000.00
Miscellaneous <sup>9</sup>	= \$ 93,851.00
Total revenues	= \$ 319,851.90

Grand total Gap Obligation	= \$ 456,281.96
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#### **Funding sources**

NRP Plan 6/98	= \$ 200,000.00
GO Bond Funding	= \$ 125,000.00
Other revenues	= \$ 80,000.00

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<sup>7</sup> House move expenses include, moving costs, line drops, tree trimming and general carpentry. (See detailed spreadsheet)

<sup>8</sup> Rehabilitation costs include the basement mechanicals, exterior repairs, site work and soft costs which include administration and insurance.

<sup>9</sup> Miscellaneous revenues include money paid by Will Bartruff towards the cost of moving 3 houses.



**Summarized project proforma**

Acquisition GAP	\$ 400,906.16
Property Acquisition	\$ 246,000.00
Garage & Slab/Drive	\$ 84,000.00
Rehabilitation costs	\$ 389,518.00
Contingency <sup>10</sup>	\$ 47,351.80
Appliances	\$ 10,500.00
Window blinds/ cleaning	\$ 4,550.00
Marketing	\$ 15,189.00
Appraisal	\$ 2,275.00
Points	\$ 4,270.00
Interest during construction	\$ 24,500.00
Property taxes	\$ 0.00
Closing costs	\$ 15,400.00
Insurance during construction	\$ 6,300.00
Utilities during construction	\$ 6,300.00
Maintenance	\$ 2,100.00
Developer's fee	\$ 56,000.00
Total	<b><u>\$ 914,253.80</u></b>
Property Average	<b>=\$ 130,607.69</b>

The total figures nearly touch the one million mark. The property average of \$ 130,607.69 is approximately \$ 40,000 more than the figures established in the initial budgets. The major overruns can be pinned down to the following three factors:

- The high interest paid during the construction phase
- The high closing costs as there was a misunderstanding on the titles and properties and
- Under estimation of consultant and developers fees

The recommendations in the next chapter explain some of the lessons learnt from this experience and what best could be done to avoid such miscalculations.

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<sup>10</sup> Contingencies are 10% of garage and rehab costs

### **3. Chapter 3      Recommendations and Conclusions**

The timeline for the project indicates that JACC will sell the remaining properties and houses shortly, which will bring the project to a close. It is important at this stage to take stock of what has been achieved in this project. The single most dominating issue in this project is the financial management. The fact that the project cost approximately 95% more than its original estimate is overwhelming. The shortcomings, and how the project could have been done better is discussed in this chapter.

#### ***3.1 Tangible and Intangible costs and benefits***

While taking stock of the project from an objective standpoint, it is important to understand that this project involves both tangible and intangible costs and benefits. An intangible cost or benefit is that which cannot be quantified in the literal sense. For example, an intangible benefit of this House Move Project, is that it improves the quality of the neighborhood, through a retention of the better housing stock. Although these intangible entities cannot be expressed in figures, its value cannot be dismissed.

The next section explains in a concise manner some of the tangible and intangible costs and benefits of the House Move Project. For technical purposes, the returns JACC gets from this project is the difference between costs and benefits.

(Returns = Cost - Benefit)

In this case returns cannot be quantified as intangible entities are involved.

The latter half of this chapter discusses some recommendations on how the project could have been done better. This is based on an analysis of chapter 2<sup>11</sup>. It is intended to be a summary of lessons learnt through this experience. The recommendations are meant to be used as a checklist for other similar projects.

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<sup>11</sup> The analysis is mainly based on the main issues as finance, opinions of key players, and the time factor

### **3.2 Matrix of Costs and Benefits**

With the project nearing an end, the returns of this project from JACC's perspective can be technically measured as:

$$\text{Returns} = \text{Costs} - \text{Benefits}$$

#### **Costs**

<b>Tangible</b>	<b>Intangible</b>
<ul style="list-style-type: none"><li>• Monetary \$ 776,133.86 (3/10/99)</li></ul>	<ul style="list-style-type: none"><li>• JACC's reputation with various agencies and contractors</li></ul>
<ul style="list-style-type: none"><li>• Services</li></ul>	<ul style="list-style-type: none"><li>• Jobs</li></ul>
<ul style="list-style-type: none"><li>• Time</li></ul>	<ul style="list-style-type: none"><li>• Over time</li></ul>
	<ul style="list-style-type: none"><li>• Bad vibes</li></ul>
	<ul style="list-style-type: none"><li>• Personal losses</li></ul>

#### **Benefits**

<b>Tangible</b>	<b>Intangible</b>
<ul style="list-style-type: none"><li>• NRP Money</li></ul>	<ul style="list-style-type: none"><li>• Better neighborhood</li></ul>
<ul style="list-style-type: none"><li>• Close property from MCDA</li></ul>	<ul style="list-style-type: none"><li>• Retain traditional housing stock</li></ul>
<ul style="list-style-type: none"><li>• New school in neighborhood</li></ul>	<ul style="list-style-type: none"><li>• Vacant lots filled</li></ul>
	<ul style="list-style-type: none"><li>• Park better used now, with the new school in close proximity</li></ul>
	<ul style="list-style-type: none"><li>• Jordan's credibility with commitments</li></ul>
	<ul style="list-style-type: none"><li>• Experience in implementing a project of this scale and nature</li></ul>

### **3.3 Recommendations**

The recommendations are based on an understanding of the project over a time period of eleven weeks. Though the report is prepared on behalf of JACC, the comments are objective for the purpose of learning through this process.

The previous chapter explains in detail the Site selection process, Finances and Funding, Coordination between funding, implementing and overseeing agencies, Time frame for the project, Focus group meetings within JACC, Details of houses moved, The Key Players in the Project, Summary of Players' Opinions on the Project, and The Financial Situation. With an understanding of the prime issues in this project, the following are some recommendations on how the project could have been done better.

- **Recommendation # 1: Establish clear rationales for House Moves**

The most important decision in House Moving projects of this nature is to establish a proper rational for the project in totality. Questions as to who stands to gain and at what cost, house moving versus building new should be answered specifically, probably in an annual meeting.

- **Recommendation # 2: Preliminary analysis of pros and cons of the project**

Need for a thorough preliminary analysis of pros and cons of the project. Clearly defining the scope of the Jordan House Move Project, financial implications, and effort required in terms of personnel and technical skill needs to be assessed prior to starting the project.

- **Recommendation # 3: Action Plan**

Need for a clear action plan before embarking on the project. Prior to beginning this project, a project report with an action plan, would have given JACC a better understanding initially. Ideally the action plan report should consist of:

1. Aims and Objectives.
2. Background to the project, and analysis of key agencies involved.

3. Strategies needed to achieve the aims and objectives
4. An Implementation Plan
5. A project time-line.
6. Budgetary analysis

- **Recommendation # 4: Background research and case studies**

Need for proper background research on issues relating to the project. A good direction for Jordan would have been to have done some case studies of similar projects done recently in this region. The Rondo Community Trust in St. Paul, has established a good record of successful House Moves.

- **Recommendation # 5: Evaluation Criteria for houses to be moved**

Proper Evaluation Criteria for House Moves. Often the decision to move a particular house becomes quite arbitrary, although it may sound convincing logically. It is important for Jordan to evaluate the particular house under consideration for the move against a fixed set of guidelines. The following is a checklist of evaluative criteria that could help in assessing this. The particular house can be graded in terms of each of the entities and its final value can be computed, which can establish the rational to move.

1. Age and Condition (Both interior and exterior)
2. Total Area (An area below 2000 sq. Ft. is not normally economically feasible to move)
3. Value (Present market value)
4. Aesthetic value (Architectural qualities, and level of detailing)
5. Quality of mechanicals and other services
6. Structure (Ability to last over time and withstand stresses during the move)
7. Cost to refurbish the house

- **Recommendation # 6: Greater role for the House Moving Task Force**

The House Moving Task Force should remain functional and coordinate the main decision making of the project. This would facilitate greater transparency and a wider range of opinions. In this case the Task Force was not actively involved in the decision making, it was mainly endorsing the decisions made

- **Recommendation # 7: In-house staff dedicated to the task**

An in-house person needs to be dedicated to the task of liaison and coordinating the various players in the project. This should be done by either the Executive Director or Housing Chair and not outsourced to other agencies as Northside

- **Recommendation # 8: Better initial understanding of governmental procedures**

Thorough understanding of regulations (MCDA) prior to beginning the project. This could be achieved by a proper consultation with the overseeing authorities in the project planning stage.

- **Recommendation # 9: Leverage professional help available in the Twin Cities area**

Leverage the professional know how of the MCDA and other organizations such as NPCR and CURA. Project analysis, estimates and an action plan could be drafted through these sources.

- **Recommendation # 10: Explore other sources of funding.**

The most important alternate source of funding would be through involving private developers. Private developers if given sufficient incentives would implement the project better and sell quickly. This would save JACC its NRP money and achieve its stated objective of creating a better neighborhood.

- **Recommendation # 11: Alternate project processes**

Discuss with the MCDA and NRP for planning incentives to private commercial or retail developers. If the same principles of the School Site House Move could be implemented on a commercial basis, more vacant lots could be filled and the neighborhood could generate more retail and small commercial activity, within it, thereby improving the economy and quality of the neighborhood.

- **Recommendation # 12: Strengthen Focus Group Participation.**

The Focus Group Meetings that endorse and give the green light signal to projects within the neighborhood need to have greater attendance. This can be achieved by possibly organizing Focus Group Meetings with other interesting activities as block parties. The responses and opinions of such meetings need to be more all encompassing.



Questionnaire responses and feedback after a brief presentation of the issues, will get the opinions of those who are not that vocal. This could avoid one or two people taking over the whole decision making process.

- **Recommendation # 13: Professional conduct and implementation**

JACC needs to be wary of personal relationships and Verbal Contracts. Projects of this nature and monetary size work more on a professional level. Verbal Contracts and overwhelming personal relations in this project especially with the main contractor and JACC, need to be viewed with caution.

- **Recommendation # 14: Need for clear Contracts.**

The relationship between JACC and all the various agencies and contractors need to be defined in the first place. The role of each player and obligation to the project need to be established, so that there is no clash of roles and duplication of tasks as in this case. A starting point is to have written contracts with all the players establishing their role and services in this project.

### **3.4 Conclusion**

The completion of the project later this year will demonstrate JACC's resolve in taking up and finishing a project of this scale and nature. No doubt the rationale for the project is clearly established in JACC's concern to improve the quality of the neighborhood. Despite the many hitches throughout the project life cycle and the financial miscalculations, the project is being successfully completed.

The project is a first of its kind for JACC and the City of Minneapolis, and it demonstrates what can be achieved by neighborhood organizations in Minneapolis. JACC is a trendsetter in this regard. Conceptually the idea of House-Moves in Jordan is convincing, as it fulfills the prime housing objectives of the neighborhood organization<sup>12</sup>.

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<sup>12</sup> Jordan's primary activities concerning housing are; to improve and maintain housing stock, reduce vacant lots, loan funding for revitalization and encourage home ownership.

### *The Jordan School Site House Moving Project*

The main problems in the School Site House Moving project were its implementation, financial miscalculations and the lack of total control by the initiators of this project in JACC. The lost opportunities include, the lack of successful public relations exercises and getting the confidence of all the concerned authorities. JACC's approach should have been to involve all the key players right from the initial stages of the project. Alternate sources, and the options of private funding remain untapped. However in the long run these shortcomings will be surpassed by the simple fact that the project has been successfully completed.

The lessons to be learnt from this project are many. Some of them are explained in detail in the previous section under the list of recommendations. There is scope to extend the concept of 'House-Moves' into a more profitable exercise. Initiating private retail, commercial and office developments, with planning incentives on similar lines, can improve the quality of the neighborhood in Jordan considerably. This would need good public relations exercise and advertising to attract possible investors.

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# **Attachment A**

**Jordan Neighborhood Demographic Data**

**Demographic Data for Fourth Precinct, Minneapolis**

Neighborhood	Population	Households	White	African American	American Indian	Asian/Pacific Is.	Other	Age Under 10	Age 10 To 17	Age 65 And Over
Bryn-Mawr	2,821	1,306	2,679	61	0	35	46	274	154	385
Camden	4,899	2,159	4,405	317	127	7	43	662	437	776
Cleveland	3,243	1,354	2,819	288	72	59	5	520	251	463
Downtown East	32	18	14	0	18	0	0	0	0	0
Downtown West	4,446	2,309	3,511	711	128	78	18	86	27	740
Elliot Park	5,156	2,678	3,693	1,071	171	164	57	271	165	1,067
Folwell	4,922	2,051	4,120	593	113	49	47	820	418	658
Harrison	3,430	1,148	1,256	1,498	0	589	87	821	460	368
Hawthorne	5,999	2,152	3,215	1,889	483	304	108	1,372	753	552
Humboldt Industrial	127	53	109	18	0	0	0	13	22	7
Jordan	7,752	2,713	5,108	1,874	383	145	242	1,558	1,100	830
Lind-Bohanon	4,449	1,768	3,948	238	115	148	0	770	295	749
Loring Park	6,472	4,901	5,705	449	108	138	72	135	44	1,314
McKinley	3,280	1,246	2,418	502	247	105	8	621	328	326
Near North	6,127	2,250	1,601	4,175	71	242	38	1,495	751	455
North Loop	638	331	596	36	6	0	0	0	0	33
North River Industrial	129	51	122	0	0	7	0	30	0	16
Shingle Creek	3,000	1,173	2,572	274	57	74	23	404	265	492
Sumner-Glenwood	3,277	865	81	954	34	2,202	6	1,250	539	148
Victory	4,678	2,007	4,418	171	57	13	19	759	253	908
Willard-Hay	8,465	2,780	2,222	5,565	288	279	111	1,562	1,369	652
<b>Total</b>	<b>83,342</b>	<b>35,313</b>	<b>54,612</b>	<b>20,684</b>	<b>2,478</b>	<b>4,638</b>	<b>930</b>	<b>13,423</b>	<b>7,631</b>	<b>10,939</b>
<b>Percent of Populatio</b>	<b>100.0%</b>	<b>n/a</b>	<b>65.5%</b>	<b>24.8%</b>	<b>3.0%</b>	<b>5.6%</b>	<b>1.1%</b>	<b>16.1%</b>	<b>9.2%</b>	<b>13.1%</b>

Source: U.S. Census, 1990

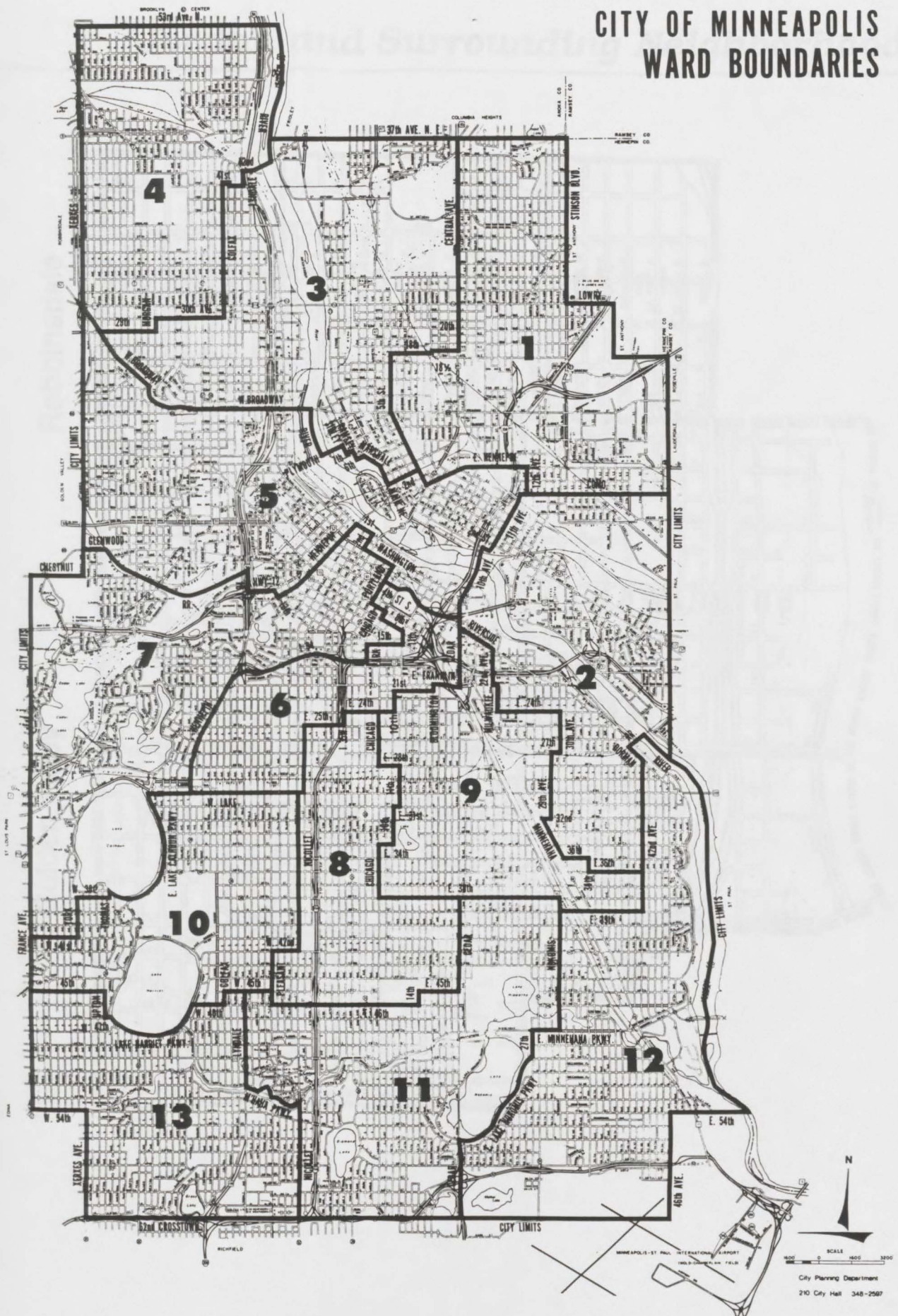
Produced by Hennepin County Office of Planning and Development

06/30/95

# **Attachment B**

**City, Regional and Neighborhood Maps**

# CITY OF MINNEAPOLIS WARD BOUNDARIES

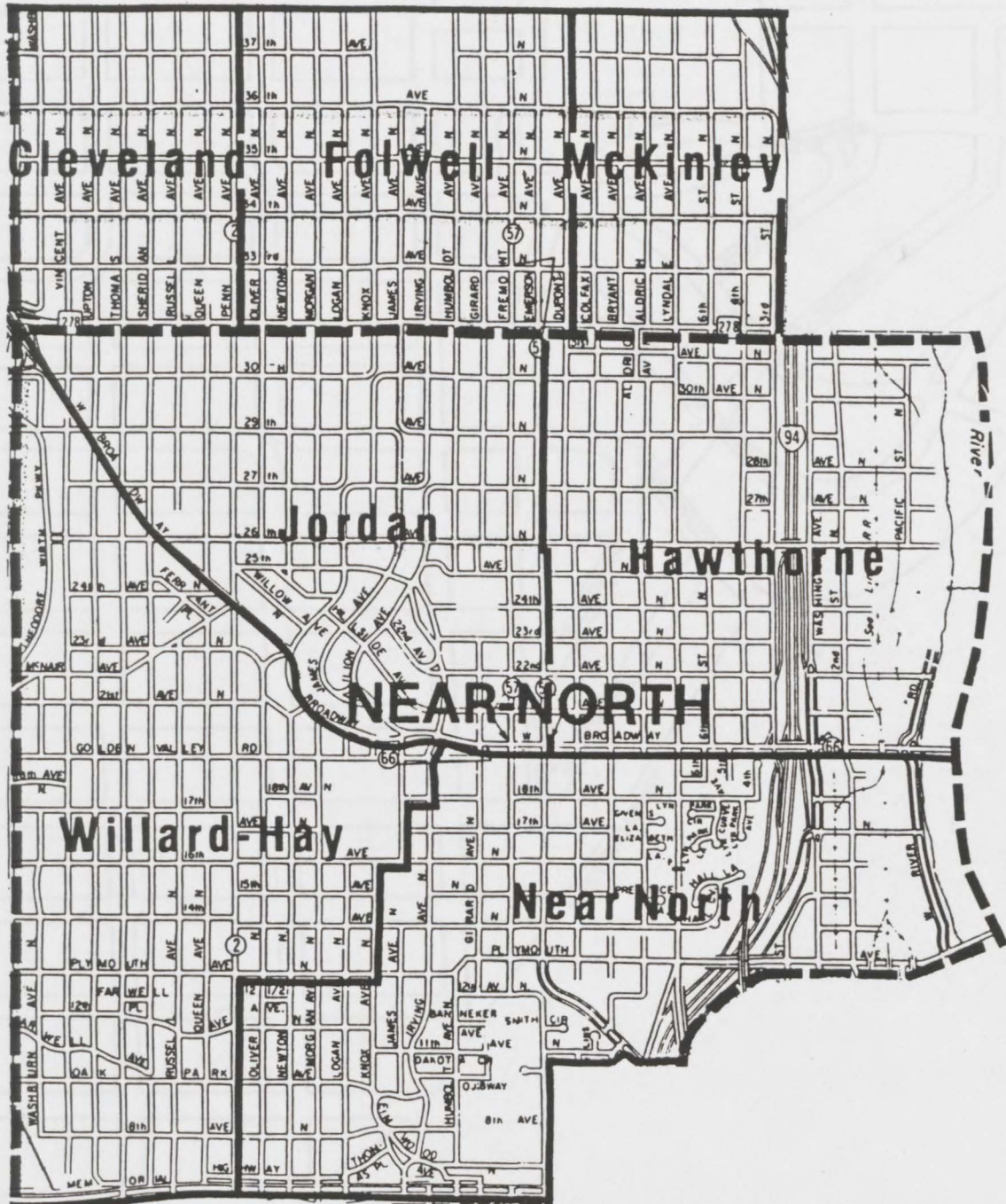




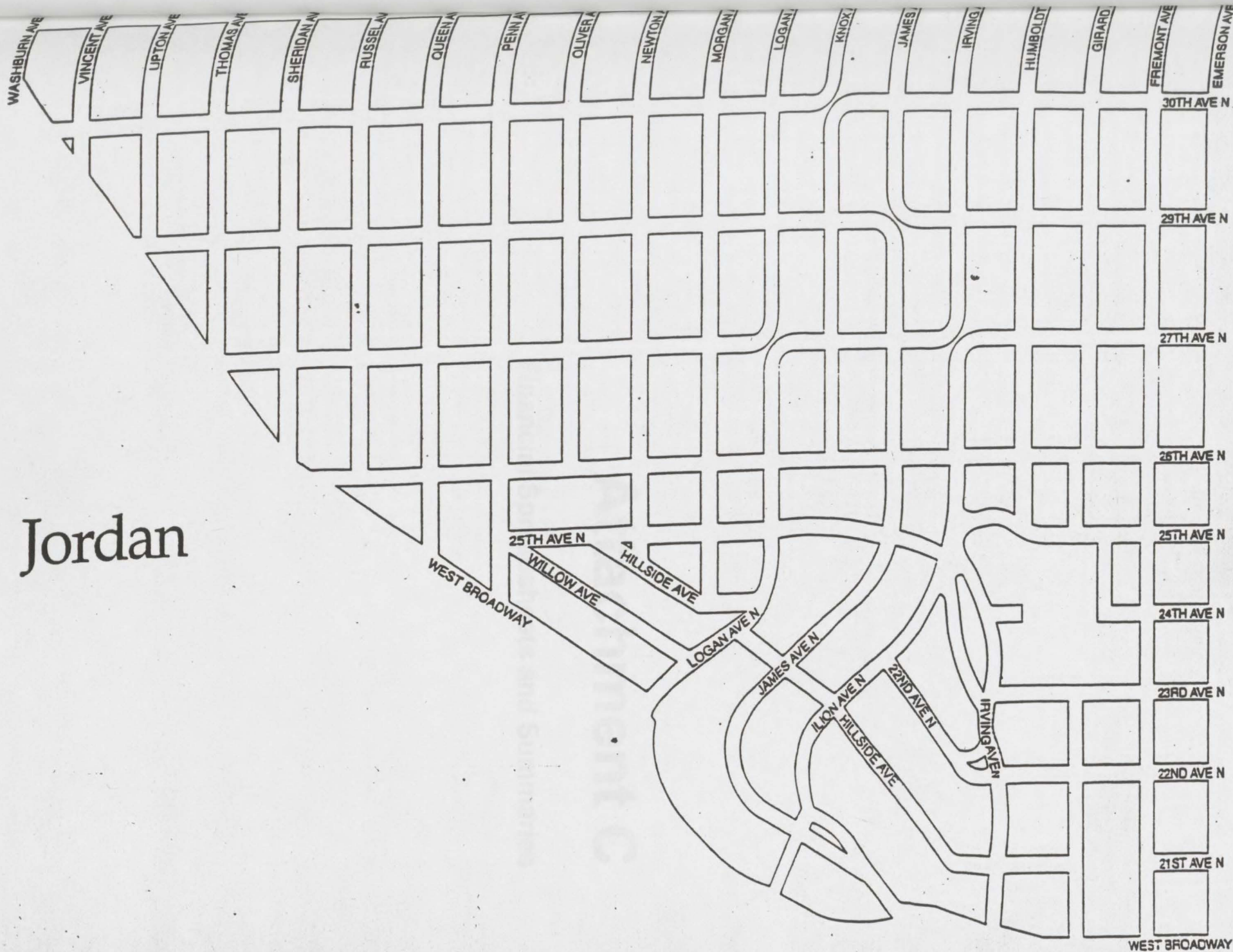
# Jordan and Surrounding Neighborhoods

Robbinsdale

Golden Valley



# Jordan



# **Attachment C**

**Financial Spreadsheets and Summaries**



**Jordan Area Community Council**

1922 - 25th Avenue North  
Minneapolis, Minnesota 55411  
612-521-8436

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**Memorandum**

12/7/98

To: Char Perry

From: Victor Raymond  
Executive Director

Re: JACC Funding Sources

**Funding Sources**

\$200,000	NRP GO Bond	(June 98)
\$125,000	NRP GO Bond	(Oct 98)
\$80,000	Revenue-Vacant Housing Recycling	(Oct 98)
\$111,000	Henn County NRP	
\$240,000	Revenue From Sale of Houses	
\$25,000	Accounts Receivable from Will Bartruff	
<u>\$30,000</u>	Administrative funds from Bob Miller	

\$811,000 Total

**Outstanding Funds**

\$32,000	Reimbursement from Will Bartruff
\$3,500	Reimbursement from Don John Construction
<u>\$1,600</u>	School Board (Dumpster reimbursement)

\$37,100.00 Total

**Secured Funding**

<u>\$200,000</u>	'98 - '99- secured 12/4/98-Contract #4104-CDBG funds/Memo Of Understanding with MCDA
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\$1,048,100 Final Total

**Other Funding Sources**

\$200,000	'99 - '20-available 6/1/98; start in March to ensure 6/1 amendment date
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# William Bartruff and Co.

Builders and Developers



3249 First Ave. South

Minneapolis, MN 55408

(612) 822-0690

Theresa Cunningham, Project Coordinator

MCDA

Ceresota Bldg. 155 South 5<sup>th</sup> Ave.

Minneapolis, MN 55401-5154

14 July 1998

The following are the cost analysis of the breakdown for the house moves of the 2900 block of Humboldt and Irving. This is an average price per house. some will be less some more.

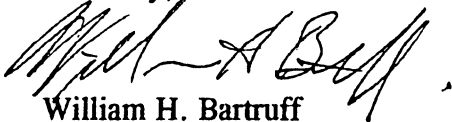
House move.	\$16,000.
Acquisition cost, per lot average	2,500.
SAC addition, adding in the new sewer and water	2,500.
SAC remove, removing old sewer and water.	925.
Water reconnected in house by plumber	650.
Sewer reconnected in house by plumber	650.
Excavation and backfill	4,800.
Basement, includes basement floor	14,500.
Contingency, Includes below	6,000.

Interest	\$300.
Taxes	0.
Insurance	600.
Title and recording fees	125.
Legal Fees	200.
Consulting fees	2,400.
Closing costs	500.
Appraisals	345.
Utilities	0.
Misc.	1,530.

Total	48,525.
sale price	48,000.
Net income or deficit.	525.

All extra costs for line removal, tree removal, and cable will be spread over the average miscellaneous cost of each house. Move cost covers asbestos removal if necessary. Garages will be moved as able or new garages will be installed by Developer. Most of the heating plants in each house are salvageable and will be moved with the house if possible. If the furnace is older then twenty years a new one will be installed by the developer. Any questions please call.

Cordially,

A handwritten signature in dark ink, appearing to read "W. H. Bartruff", written in a cursive style.

William H. Bartruff



[illegible]

## DEVELOPER PRELIMINARY PROJECT PROFORMA

	D.C. Thayer	D.C. Thayer	Victorian	Private	Rough Bungalow	Big Bungalow	
<b>DEVELOPER PRELIMINARY PROJECT PROFORMA</b>	2707 Girard 2907 Humboldt 1294 Sq Ft 135yrs	2810 Humboldt 2942 Irving 1492 Sq Ft 135yrs	2700 Girard 2954 Irving 1874 Sq Ft 143yrs	3016 Irving 2942 Irving 1240 Sq Ft 143yrs	2850 Girard 2948 Irving 870 Sq Ft 143yrs * w/b 1610 sq ft	2717 Girard 2900 Humboldt 1492 Sq Ft 135yrs	2704 Humboldt 2918 Humboldt 1550 Sq Ft 135yrs
							TOTAL
Acquisition GAP	49,795.23	50,075.23	84,087.35	71,117.79	70,754.06	41,037.85	54,058.86
Property Acquisition	40,500.00	40,500.00	40,000.00	20,000.00	20,000.00	45,000.00	40,000.00
Garage & Stab/Ort	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00
Rehabilitation Costs	45,430.00	52,220.00	82,732.00	53,320.00	37,410.00	84,158.00	54,250.00
Contingency (10% Rehab & Garage Costs)	5,743.00	6,452.00	8,472.50	6,532.00	4,941.00	7,815.80	6,625.00
Landscaping							
Security Systems							
Appliances	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Window Blind/Cleaning	850.00	850.00	850.00	850.00	850.00	850.00	850.00
Marketing	2,310.00	2,222.00	2,625.00	1,750.00	1,750.00	2,222.00	2,310.00
Appraisal	325.00	325.00	325.00	325.00	325.00	325.00	325.00
Phone	800.00	750.00	750.00	800.00	800.00	800.00	800.00
Interest During Construction	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00
Property Taxes (100% of 1998 Est.)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Closing Costs (Acq'n's Orig. & Resale)	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00
Final Certification Fee \$22.50							
Settlement Fees \$425.00							
Absentee Title Search \$180.00							
Title Insurance \$600.00							
Priority Photo's \$40.00							
Recording Fees \$450.00							
Mortgage Reg. Tax \$155.00							
Name Search \$25.00							
Speciale Search \$40.00							
Plot Drawing \$50.00							
Construction Dist. Fees \$150.00							
Insurance During Construction	800.00	800.00	800.00	800.00	800.00	800.00	800.00
Utilities During Const. (150/mo ± \$)	800.00	800.00	800.00	800.00	800.00	800.00	800.00
Maintenance (Phone ± \$)	300.00	300.00	300.00	300.00	300.00	300.00	300.00
Developer's Fee	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00
<b>SUBTOTAL</b>	<b>134,918.86</b>	<b>132,236.66</b>	<b>165,864.26</b>	<b>112,377.89</b>	<b>84,878.86</b>	<b>146,868.80</b>	<b>134,120.86</b>
<b>Less: Alter-w/b Appraised Value (sale price)</b>	<b>75,800.00</b>	<b>77,000.00</b>	<b>82,500.00</b>	<b>54,000.00</b>	<b>56,000.00</b>	<b>73,500.00</b>	<b>72,000.00</b>
<b>Less: Structure demo costs credit to move</b>							
<b>Development GAP Subtotaly</b>	<b>46,918.86</b>	<b>84,236.66</b>	<b>83,364.26</b>	<b>58,377.89</b>	<b>36,878.86</b>	<b>73,368.80</b>	<b>62,120.86</b>
<b>Acquisition GAP Subtotaly</b>	<b>49,795.23</b>	<b>50,075.23</b>	<b>84,087.35</b>	<b>71,117.79</b>	<b>70,754.06</b>	<b>41,037.85</b>	<b>54,058.86</b>
<b>TOTAL GAP SUBSIDY</b>	<b>94,613.23</b>	<b>105,314.23</b>	<b>147,422.85</b>	<b>127,494.79</b>	<b>104,630.86</b>	<b>117,406.48</b>	<b>116,864.38</b>

NOTE: High interim construction due to higher than usual acquisition cost which is financed 100% by line-of-credit.

3/19/98 2:30

# **JACC House Moving Project/Budget Summary**

Costs	2707 Girard	2810 Humboldt	2700 Girard	3016 Irving	2650 Girard	2717 Girard	2704 Humboldt	Other Properties	Total
Acquisition	\$2,664.00	\$2,664.00	\$2,664.00	\$2,619.00	\$2,664.00	\$2,710.00	\$2,664.00	\$5.00	\$18,654.00
Moving expenses	\$25,296.77	\$25,796.77	\$28,796.77	\$28,973.79	\$25,296.77	\$23,796.77	\$25,296.77	\$33,290.25	\$216,544.66
Basement/Mechanicals, Exterior Repairs, Site Work, Admin Costs	\$60,996.21	\$61,806.21	\$72,550.33	\$61,625.77	\$61,448.01	\$59,335.80	\$66,503.00	\$53,943.84	\$498,209.17
<i>Sub-Total</i>	<i>\$88,956.98</i>	<i>\$90,266.98</i>	<i>\$104,011.10</i>	<i>\$93,218.56</i>	<i>\$89,408.78</i>	<i>\$85,842.57</i>	<i>\$94,463.77</i>	<i>\$87,239.09</i>	<i>\$733,407.83</i>
Revenues									
Sale to developer	\$40,500.00	\$40,500.00	\$40,000.00	\$20,000.00	\$20,000.00	\$45,000.00	\$40,000.00	\$0.00	\$246,000.00
Other expected revenue	\$4,889.08	\$4,889.08	\$4,844.08	\$8,316.10	\$4,889.08	\$4,435.08	\$4,889.08	\$56,068.32	\$93,219.90
<i>Sub-Total</i>	<i>\$45,389.08</i>	<i>\$45,389.08</i>	<i>\$44,844.08</i>	<i>\$28,316.10</i>	<i>\$24,889.08</i>	<i>\$49,435.08</i>	<i>\$44,889.08</i>	<i>\$56,068.32</i>	<i>\$339,219.90</i>
Deficit	\$43,567.90	\$44,877.90	\$59,167.02	\$64,902.46	\$64,519.70	\$36,407.49	\$49,574.69	\$31,170.77	\$394,187.93
								NRP Plan Mod. 6/98	\$200,000.00
								Remaining Deficit	\$194,187.93
								GO Bond Funding	\$125,000.00
								Revenues	\$80,000.00
								Remaining Funds	\$205,000.00

**Jordan Area Community Council**  
**1922 - 25th Avenue North**  
**Minneapolis, MN 55411**  
**Business (612) 521-8436 Fax (612) 529-7723**

**Funding for the Jordan House Moving Project**  
March 31, 1999

<b>Major Redevelopment Contract (#4104) with NNHS</b>		Balance \$463,986
<u>CDBG</u> (Pre-bid ruling that <u>can't</u> be waived.		
NNHS is identifying what might be eligible.)		(\$400,000)
 <u>NRP</u> (Pre-bid ruling has been waived.		
NNHS is identifying what hasn't already been reimbursed.)		<b>\$63,986</b>
 <b>Hennepin County NRP</b>		Balance \$111,000
Held for JACC Administration		(\$15,000)
Available by reimbursement for project		<b>\$96,000</b>
 <b>NRP Administration reimbursed to JACC</b>		<b>\$24,950</b>
 <b>Total funds that will be available from NRP</b>		<b><u>\$184,936</u></b>

**Sale of Homes**

650 Girard Ave N	NNHS	<b>\$20,000</b>
700 Girard Ave N	NNHS	<b>\$40,000</b>
717 Girard Ave N	HOW Program	<b>\$25,000</b>
704 Humboldt Ave N	Dartrell Lipscomb	<b>\$40,500</b>
1016 Irving Ave N	NNHS (Sell to Jolean Nelson)	<b>\$20,000</b>
 <b>Total from Sale of Homes</b>		<b><u>\$145,500</u></b>
 <b>Total of Funds Available as of 3/31/99</b>		<b><u>\$330,436</u></b>

**Pending Sales to The Mason Group**

707 Girard Ave N	The Mason Group	Pending \$40,500
810 Humboldt Ave N	The Mason Group	Pending \$40,500
 <b>Total if The Mason Group performs</b>		<b><u>\$411,436</u></b>

# **Attachment D**

**MOU between JACC, MPS and MCDA**

## MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING is made effective this 16th day of June, 1998, by and among **SPECIAL SCHOOL DISTRICT NO. 1**, a special independent school district with its principal place of business located at 807 Northeast Broadway, Minneapolis, Minnesota 55413-2398, Attention: Director of Facilities (the "District"), **MINNEAPOLIS COMMUNITY DEVELOPMENT AGENCY**, a body corporate and politic under the laws of the State of Minnesota with its principal place of business located at Crown Roller Mill, 105 Fifth Avenue South, Suite 600, Minneapolis, Minnesota 55401 (the "MCDA"), and **JORDAN AREA COMMUNITY COUNCIL**, a Minnesota nonprofit corporation, with its principal place of business located at 1922 25th Avenue North, Minneapolis, Minnesota 55411 (the "JACC").

WHEREAS, the District has undertaken the acquisition and development of certain real property located in the City of Minneapolis for the purpose of constructing a new K-8 elementary school (the "Project");

WHEREAS, the MCDA is under contract with the District for the purpose of performing certain acquisition, relocation, demolition and other related functions on behalf of the District in connection with the Project; and

WHEREAS, the JACC is desirous of acquiring, either directly or indirectly through persons or organizations cooperating with JACC (JACC and any such persons or organizations cooperating with JACC collectively referred to herein as the "JACC Purchasers"), certain of the residential and/or garage structures located at the Project for purposes of relocating such structures onto other vacant properties located in the Jordan Park neighborhood; and

WHEREAS, the parties hereto wish to memorialize by this Memorandum, on a nonbinding basis, their mutual understandings and agreements with respect to the process which would apply to any such relocation of residential and/or garage structures by the JACC Purchasers.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereto do hereby agree as follows:

1. All conveyances of residential and garage structures by the District to the JACC Purchasers or any other party shall be in full compliance with Minnesota law, including without limitation the Minnesota Uniform Municipal Contracting Law, Minnesota Statutes §471.345. As such, the awarding of any bid to the JACC Purchasers would occur only to the extent the JACC Purchasers were the successful bidders as a result of such bid process.

2. All properties identified by the JACC Purchasers as targets for relocation of residential and/or garage structures, and which have been acquired by the District as part of the District's property acquisition under the Project, shall be made available by the District for relocation



by the successful bidders under the bid process discussed above, provided that the District has acquired full legal title to, and physical possession of, such properties not later than July 24, 1998 (the "Target Properties").

3. All Target Properties shall be let out for bids for relocation of residential and/or garage structures in accordance with the MCDA's standard procedures, which procedures shall include without limitation the following:

a. The MCDA shall endeavor to submit all requests for bids for the available Target Properties for publication by not later than July 24, 1998; and

b. Prior to awarding any bid, the MCDA shall allow for passage of all applicable bid periods in accordance with the MCDA's normal policies and procedures.

4. To the extent that the JACC Purchasers are the successful bidders on any of the Target Properties, the JACC Purchasers shall promptly take such action as shall be reasonably acceptable to the District to secure all structures located on such Target Properties against break-in, theft and vandalism.

5. Following the bid award(s), the residential and/or garage structures located on the applicable Target Properties shall be removed by the successful bidder(s) in accordance with the terms of the MCDA contract documents and applicable law, which shall include the following procedures to be performed by such successful bidder(s):

a. Delivery of a 10-day asbestos abatement notice following execution of MCDA contract documents by the successful bidder(s);

b. Conduct of all necessary asbestos abatement;

c. Removal of all residential and/or garage structures intended for removal by the successful bidder(s);

d. In the case of any removal of only a portion of the residential and garage structures located on a Target Property, the demolition of any then remaining structures located thereon;

e. Demolition of all remaining foundation walls and floors after completion of any removal and/or demolition of residential and garage structures in accordance with the above;

f. Removal and lawful disposition of all personal property, demolition materials and debris remaining on the Target Properties following completion of the above; and

g. Sloping of all side walls for all excavations remaining after completion of Paragraphs (a)-(f) above.

6. Following completion by the successful bidder(s) of the requirements set forth in Section 5 above, the District shall deliver to the successful bidder(s) bills of sale for all residential and/or garage structures removed from the Target Properties.

7. Notwithstanding the foregoing, the JACC Purchasers and any other party may elect to directly negotiate with any demolition contractor for the removal of any garage structures located elsewhere within the Project. In such event, and subject to applicable law (including without limitation the Minnesota Uniform Municipal Contracting Law, Minnesota Statutes §471.345), the District will reasonably cooperate with any such negotiations, including the execution of any necessary change orders requested by such contractors to facilitate such removal of such other garage structures.

8. In an effort to facilitate the timely removal of residential and/or garage structures in accordance with this Memorandum and any MCDA contract documents, the District shall permit the JACC Purchasers to remove all chain link fencing currently located on the District's vacant property located in the southwest corner of the Project site (the "District Property"). Following such removal, the JACC Purchasers shall take appropriate action to secure such fencing against theft or vandalism.

9. In an effort to facilitate any foundation excavations by the JACC Purchasers in connection with the removal and relocation of any residential and/or garage structures from the Target Properties to other sites located within the Jordan Park neighborhood, the District shall permit the JACC Purchasers to temporarily store excavated soils on the District Property. The JACC Purchasers shall endeavor to separate all top soil from the excavated soils to be so temporarily stored on the District Property. All excavated soils shall remain available for use by the JACC Purchasers. To the extent not needed by the JACC Purchasers, the District may take and utilize the excavated soils as part of the Project. Any excess excavated soils thereafter remaining on the District Property shall be removed and lawfully disposed by the JACC Purchasers not later than September 7, 1998.

10. On or before July 24, 1998, the JACC Purchasers shall fully advise the District of the status of all pending and future removals and relocations of residential and/or garage structures from the Project site, and shall advise the District of those structures, which were originally targeted for removal and relocation, which the JACC Purchasers have then determined not to pursue and to make available for demolition by other contractors selected by the MCDA.

11. The District reserves the right to terminate all removal of residential structures to the extent not fully completed by August 14, 1998.

12. Notwithstanding anything to the contrary contained herein, this Memorandum is, and shall be, nonbinding in all respects on the parties hereto, and shall serve solely as an expression of the parties' intent with respect to the subject matter hereof. In all respects, the parties' legal rights and

obligations shall be governed solely by the MCDA contract documents and such other documents and agreements as may be entered into between any or all of the parties hereto.

13. This Memorandum may be executed in any number of counterparts, each of which shall be deemed an original, whether signed by one (1) or more of the parties hereto, and all of which, together, shall constitute a single instrument.

IN WITNESS WHEREOF, this Memorandum has been duly executed effective as of the day and year first set forth above.

**SPECIAL SCHOOL DISTRICT NO. 1**

**MINNEAPOLIS COMMUNITY  
DEVELOPMENT AGENCY**

By \_\_\_\_\_  
Its \_\_\_\_\_

By \_\_\_\_\_  
Its \_\_\_\_\_

**JORDAN AREA COMMUNITY  
COUNCIL**

By \_\_\_\_\_  
Its \_\_\_\_\_

# **Attachment E**

**NRP Action Plan Contract for Jordan Neighborhood**

minneapolis neighborhood revitalization program  
CROWN ROLLER MILL • 105 FIFTH AVENUE SOUTH • SUITE 425  
MINNEAPOLIS, MINNESOTA 55401-2585  
PHONE: (612) 673-5140 • FAX: (612) 673-5100

~~FOR OFFICIAL USE ONLY~~  
Robert D. Miller, Director



December 14, 1992

The Honorable Sandra Hilary, Chair  
Community Development Committee  
Minneapolis City Council  
315 City Hall  
Minneapolis, Minnesota 55415

The Honorable Steve Cramer, Chair  
Ways and Means Committee  
Minneapolis City Council  
315 City Hall  
Minneapolis, Minnesota 55415

Re: Jordan Neighborhood Action Plan

Dear Chairpersons Hilary and Cramer:

At its meeting on November 23, 1992, the Minneapolis Neighborhood Revitalization Policy Board reviewed the "Recommended Commitments and Resources to Implement the Jordan Neighborhood Action Plan" as approved by the NRP Implementation Committee on September 17, 1992.

NRP staff and representatives of the Jordan neighborhood provided a detailed briefing on the Action Plan to the Caucus on November 4, 1992; comments received from the City Council, from the Minneapolis Library Board, and from Hennepin County were taken into consideration; and representatives from the Jordan Area Community Council presented the Plan to the Policy Board on behalf of the Jordan neighborhood.

The Policy Board has now completed its review and approved the Jordan Neighborhood Action Plan. A copy of the approved Plan, with the recommended commitments and resources, is attached. This Plan calls for NRP Fund expenditures of \$6,691,000, with \$2,142,000 of these expenditures allocated to 1993. The remaining allocation is planned for expenditure in 1994 through 1998.

The following resolutions were passed by the Policy Board on November 23, 1992:

RESOLVED, That the Minneapolis Neighborhood Revitalization Policy Board (Board) hereby approves the Implementation Committee's "Recommended Commitments and Resources to Implement the Jordan Neighborhood Action Plan", as hereby amended at all relevant points on pages 19-21 to reflect that the commitment over the six years (1993-1998) of \$180,000 for support of the Jordan C.A.R.E. Housing Committee is the responsibility of the City of Minneapolis rather than Hennepin County, as the Board's recommended Jordan Neighborhood Action Plan (NAP); and

RESOLVED FURTHER, That the Board hereby approves total Minneapolis Neighborhood Revitalization Program fund expenditures on projects and programs in the Whittier NAP of \$6,691,000, with not less than \$6,670,000 of this amount to be expended on housing and housing-related activities; and

**RESOLVED FURTHER, That the Board hereby recommends that the City Council and the Mayor direct that the 1993 MCDA general appropriation resolution shall include an appropriation of \$2,142,000 to Fund CZ and/or Fund DZ (the MCDA's NRP program funds) for expenditures on the Jordan NAP; and**

**RESOLVED FURTHER, That the Board hereby recommends that the City Council and the Mayor direct the MCDA to establish dedicated reserve funds for the Jordan NAP within Fund CZ and/or Fund DZ and to assign \$4,549,000 to such reserve funds for future year expenditures on the Jordan NAP.**

• • • • •

**RECOMMENDATION:**

- (1) Direct staff to include in the 1993 Minneapolis Community Development Agency ("MCDA") general Appropriation Resolution an appropriation of \$2,142,000 to the NRP Program Fund CZ for expenditures on the Jordan Neighborhood Action Plan ("Plan") as approved by the Minneapolis Neighborhood Revitalization Policy Board;**
- (2) Authorize the MCDA Finance Officer to make appropriation adjustments between Funds CZ and DZ as necessary to carry out the intent of the approved Plan;**
- (3) Direct that the 1993 MCDA Appropriation Resolution reserve a CZ Fund balance for the Jordan NAP of \$4,549,000 for future year expenditures on the Jordan Plan;**
- (4) Authorize the appropriate City officials to execute the needed contracts with the jurisdictions and organizations that will be receiving NRP funds consistent with the approved Jordan Plan;**
- (5) Refer this report to the MCDA Board for authorization for the appropriate MCDA officials to execute the necessary contracts with the jurisdictions and organizations that will be receiving the NRP funds consistent with the approved Jordan Plan.**

The Policy Board did not assign which fund (CZ or DZ) would be appropriate for the individual expenditures because of the differences in the restrictions placed on their use by virtue of the source from which the funds are derived. The most restrictive fund will be used when there is an option.

Sincerely,

*Robert D. Miller*  
me

Robert D. Miller  
Director

RDM:ma

Attachment



As approved by NRP Policy Board  
on November 23, 1992

**MINNEAPOLIS**  
**NEIGHBORHOOD REVITALIZATION PROGRAM**

**Recommended Commitments and Resources**  
**To Implement**  
**The Jordan Neighborhood Action Plan**

Submitted to the  
NRP Implementation Committee

August 20, 1992

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### **MAKE JORDAN A MORE STABLE NEIGHBORHOOD WITH WELL MAINTAINED HOMES**

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Recommendations for the Jordan Neighborhood Action Plan are organized as follows:

**GOALS:**

The Jordan Neighborhood Action Plan identified two general goals. The working groups have organized recommended commitments under these goals.

**OBJECTIVES:**

For each goal, there are a number of objectives. The objectives contained in the Jordan Neighborhood Action Plan are presented here.

**STRATEGIES:**

For each objective, there are a number of strategies. The strategies contained in the Jordan Neighborhood Action Plan are presented here.

**COMMITMENTS/TASKS:**

The information provided under commitments/tasks briefly describes the responses of the participating jurisdictions, the Jordan Area Community Council (JACC) and other agencies to each goal. These indicate the recommended actions that the responsible agencies would undertake to contribute to the accomplishment of the goals. The descriptions are concise; additional details can be obtained from the responsible agencies.

**POLICY IMPLICATIONS:**

**FINANCIAL SUMMARY:**

A spreadsheet is included on pages 18-21. It summarizes projected costs for the various identified tasks and proposes sources for meeting those costs.

**JORDAN MAP:**

A map of the Jordan neighborhood showing locations of capital projects, boarded houses and ongoing small area plans is included

**ONGOING PLANNING PROCESS:**

The Jordan Neighborhood Action Plan outlines the current real needs of the Jordan Neighborhood. Consequently, this plan has its focus and concentration in three identified areas of top concern. These include crime,

housing and youth issues. This plan concentrates on crime and housing issues. There is currently a youth organizing effort underway to identify and develop solutions to youth concerns. Other areas of concern in Jordan will be addressed in an ongoing planning process as they become preceived neighborhood top priorities and as the above issues are addressed.

Jordan plans to continue holding block meetings, neighborhood meetings and using surveys to identify top neighborhood concerns. As new solutions and strategies are developed to address those concerns, Jordan expects the city and county departments to continue to cooperate with them and respond to Jordan's ever evolving 20 year plan. Jordan also expects NRP funds to be available as supplementary resources to help make the strategies successful.

#### CONTINUATION AND EXPANSION OF EXISTING PROGRAMS AND SERVICES:

The Jordan Neighborhood Action Plan builds upon and expands existing programs and services. If those programs are eliminated the foundation of the plan will collapse with them. Jordan expects that current city and county programs, services and resources will continue to be provided as needed, as determined by Jordan residents.

One key example of this is the CARE Program which is a foundation and a cornerstone of the Jordan Action Plan. Its effectiveness in resolving community issues needs to be continued and expanded to most effectively implement the Jordan Action Plan. The Jordan Action Plan is built on this foundation and cornerstone.

The CARE program is an innovative partnership between the city, county, schools and the Jordan neighborhood. The goal is to alleviate immediate neighborhood problems such as drug houses. The basic assumption on which the program is founded is that through cooperative action involving a wide range of government resources and the participation of Jordan residents, can issues threatening the livability of the neighborhood be addressed. The neighborhood identifies issues and major concerns and then works with government agencies to use existing resources to resolve the issues.

Previously, the CARE program has addressed drug houses but now Jordan wants to expand the program to include other crime related issues, as well as develop a way to address housing issues.

The foundation and another cornerstone of the Jordan Action Plan is the strong block club network. The block clubs decide the important issues in the neighborhood and work

together for their resolution. This, in turn, directs the Jordan Area Community Council. Virtually every block in Jordan is now organized.

#### **PROGRAM FLEXIBILITY AND EVALUATION:**

It should be noted that the intent in the following housing programs is that funds be available to be used flexibly among and within the programs depending on which programs are working best in Jordan.

After 18 months and then as needed Jordan area residents propose an on-going plan and program evaluation to ensure that resources are being most effectively utilized to address the concerns outlined in the plan. Jordan will then work with affected jurisdictions for any adjustments to the plan.

**I**  
**MAKE JORDAN A SAFER PLACE TO LIVE BY**  
**REDUCING INCIDENTS OF VIOLENT CRIME AND DRUGS**

**BACKGROUND:** Jordan ranks in the upper 20% of Minneapolis neighborhoods in the areas of personal crimes, narcotics violations and property damage. The burglary rate for Jordan is 10.5 burglaries per 100 compared with the overall Minneapolis rate of 3.3. Between 1985 and 1989, the Jordan neighborhood experienced:

- \* 86% increase in the number of reported burglaries
- \* 54% increase in the number of reported personal crimes
- \* 130% increase in the number of reported vehicle thefts.
- \* 33% increase in the number of reported damage to property.

**OBJECTIVE 1:** Increase police visibility in the Jordan Neighborhood

**STRATEGY:** Develop community oriented policing for the Jordan Neighborhood. Community Oriented Policing is a cooperative effort between the police department and the neighborhood to address crime and safety concerns by implementing a combination of effective anti-crime efforts by; 1) establishing a police substation in Jordan; 2) hiring a neighborhood resident to serve as a resource person in the substation; 3) hiring two police officers to primarily serve the Jordan area.

**COMMITMENTS/TASKS/COSTS:**

**City of Minneapolis:**

- \* **Police:** hire two (2) police officers to serve primarily in Jordan. **COST:** Approximately \$80,000/year on-going. To be absorbed.
- \* **Police:** coordinate with JACC for crime priority determination, hours of policing and methods of patrolling. **COST:** To be absorbed.

**Jordan Area Community Council (JACC):**

- \* Provide office space, maintenance costs and utilities for the police substation **COST:** \$8,000/year on-going.
- \* Provide furniture and supplies for the substation. **COST:** Donations



- \* Hire a 1/2 time resource person to serve in the police substation. COST: Ongoing funding from Eastside Neighborhood Services.
- \* Supervise the resource substation staff person. COST: To be absorbed.
- \* Work with the Police Department to determine crime issue priorities, hours of policing and methods of patrolling. COST: To be absorbed.

**OBJECTIVE 2: Increase neighborhood anti-crime efforts.**

**STRATEGY:** Increasing neighborhood anti-crime efforts would include; 1) Organizing the Neighborhood Patrol and Watch Programs; 2) strengthening the block club network; 3) identifying and working to eliminate drug houses; 4) identifying crime issues and developing solutions and implementation; 5) organizing the annual Block-Out Drugs Parade and; 6) including youth in the planning of anti-crime efforts.

**COMMITMENTS/TASKS/COSTS:**

**City of Minneapolis:**

- \* **Police/SAFE Program:** Work with JACC to train residents for the Neighborhood Patrol and Watch Programs. COST: To be absorbed

**Jordan Area Community Council (JACC):**

- \* Continue staff position for block club organizing. COST: \$24,500/year 1992-1993. \$18,400 Community Resources Funding for 1993-1994. Foundations: \$6,100 for 1993-1994. Foundation Funding after 1994.
- \* Train intern to strengthen and expand the block club network, particularly to increase the involvement by under-represented groups. To be shared 1/2 time for crime issues and 1/2 time for housing issues. Costs would include training and operational costs. COST: \$32,704/year funding from the McKnight Foundation through a pilot intern program for Mid-1992 thru mid-1993. Foundation funding beyond 1993 ongoing.
- \* Obtain equipment for the Neighborhood Patrol Program (radios, caps, jackets). COST: (NRP: \$5,000 one time).
- \* Continue to identify and work to eliminate drug houses through the block club network. COST: To be absorbed.

- \* Identify crime issues, solutions and implementation through the block club network. COST: To be absorbed.
- \* organize the annual Block-Out Drugs Parade. COST: To be absorbed.
- \* Organize youth responses in the planning and implementation stages of anti-crime efforts. COST: To be absorbed.

**OBJECTIVE 3: Strengthen and expand the CARE Program.**

**STRATEGY:** Continue to work with the CARE Program to eliminate drug houses and expand the program to develop solutions to other neighborhood crime concerns such as personal crimes through an anti-crime subcommittee.

**COMMITMENTS/TASKS/COSTS:**

**Hennepin County:**

- \* Maintain existing CARE Committee. COST: \$15,000/year ongoing.

**CARE Program:**

- \* Establish a CARE anti-crime subcommittee to develop solutions to other neighborhood crime concerns. COST: (NRP: \$16,000 over 3 years, 1993-1995) plus CARE Program: \$6,400/year on-going, beginning mid-1995.

## II

### MAKE JORDAN A MORE STABLE NEIGHBORHOOD WITH WELL MAINTAINED HOMES

**BACKGROUND:** The housing stock in Jordan is comprised primarily of single family homes and duplexes. Of the 2,321 structures in Jordan, 1,808 are single family homes, 468 are duplexes, 27 are 3-4 unit dwellings and 18 are dwellings with 5 or more rental units.

The housing stock is comprised mostly of older homes, 90% of which were built before 1940.

Jordan has one of the highest rates of turnover from owner occupied housing to rental property in the city. Between 1981 and 1989 the percentage of dwelling units with homestead status dropped from 61% to 52%, whereas, the rate for Minneapolis dropped only 3 percentage points.

The median value of a single family home in Jordan increased only \$3,000 dollars between 1981 and 1989, compared to the Minneapolis average of \$10,000 during the same period. Not only is the median value of a single family home considerably lower in Jordan, but there is an overall decline in the actual market value of houses.

Based on a preliminary survey of Jordan, (as reported by JACC), approximately 119 houses are vacant, 50 of which are boarded. Based on recent trends, it is predicted that minimally an additional 20 residential structures will become abandoned annually through mortgage foreclosure and other reasons. Further, a study of housing conditions reveal that a significant number of the Jordan neighborhood residential structures are suffering from a lack of maintenance. These circumstances indicate a trend toward disinvestment.

#### OBJECTIVES:

In the area of housing the goal is to make Jordan a more stable neighborhood with well maintained homes. The objectives of the Jordan plan are to:

- 1) improve and maintain the housing stock.
- 2) reduce the number of boarded and vacant houses.
- 3) maintain the current percentage of owner-occupancy.
- 4) encourage affordable, well-managed rental units.

Since there are many facets to the housing problems dispersed in varying proportions throughout the Jordan area, several different program strategies are proposed.

Working together with housing related agencies through JACC's Housing CARE Committee to access current resources and create new resources; empowering residents to participate in the process; and making it affordable and feasible to purchase and maintain homes will help to maintain the housing stock in Jordan.

**STRATEGIES:** The following strategies will be used to implement the Jordan Action Plan:

1) CARE Housing Committee:

The CARE Housing Committee is the center of the Housing Action Plan. The JACC Housing Committee plans to initiate this group immediately. Representation will include groups such as the MCDA, Inspections, NNHS, Habitat for Humanity, banks, Realtors, non-profit developers, and JACC area residents.

Tasks will include determining status of problem houses identified by block clubs; soliciting solutions from members and other parties; providing staff support for rehab or redevelopment of problem houses; providing advice for implementing loan programs and other methods of promoting home ownership and home ownership retention; encouraging renters to become homeowners and networking with Realtors and other contacts to encourage Jordan neighborhood home ownership.

Block clubs identify and prioritize 3 problem houses and bring concerns to the CARE meeting. The CARE Committee determines the status of each house and discusses options. The CARE Committee suggests agencies to be involved in the solutions. The block clubs are involved directly in the decisions affecting the local neighborhood.

2) Home Improvement Revolving Loan Fund:

The Home Improvement Revolving Loan Fund (\$1.8 million) is designed to 1) promote reinvestment in Jordan addressing property with deferred maintenance needs, and updating and; 2) promote homeowner retention encouraging home owners to stay in Jordan by improving their homes. The program will be self-sustaining after 6 years. Money remaining in the fund at the end of 6 years would continue to be available for use as rehabilitation loans in the Jordan neighborhood. This program has a built-in reserve fund (\$300,000) for use if all the designated funds are fully utilized.

3) Purchase/Rehab Revolving Loan Fund:

The Purchase/Rehab Revolving Loan Fund is a moderate rehab financing strategy designed to: 1) promote reinvestment in Jordan by addressing vacant, boarded and for sale property, which have experienced deferred maintenance and/or are not in mortgagable condition and; 2) promote home ownership by encouraging home owners to purchase homes in Jordan by providing flexible financing to acquire and improve the home. \$1.5 million would be available in this fund.

A hybrid approach has been developed whereby General Obligation Bonds would be issued in the amount of \$2.5 Million in 1993 and \$2.5 million in 1996, in addition, to the Purchase/Rehab Revolving Loan Fund. The bond approach has the advantage of providing greater leverage in the first years of the plan. This would also provide a deferred loan fund (\$300,000) to provide funding for properties where the cost of purchase and rehabilitation exceed appraised after-rehabilitation value. No monthly payments are made on the loan and are forgiven if the borrower continues to be an owner-occupant for a specified period of time.

#### 4) Major Housing Redevelopment:

Major Housing Redevelopment of properties severely deficient, are not likely to be rehabilitated without subsidy. These are primarily boarded, vacant and abandoned properties. Activity in this program would also include demolition of properties that can't be rehabilitated with either new construction or sideyard expansion. Estimates indicate that approximately 154 total structures could be addressed over 6 years including 129 houses rehabbed or newly constructed and 23 sideyards created, at a cost of approximately \$6 million.

#### 5) Continuation of Existing Jordan Area Community Council (JACC) Programs:

These programs include:

a) The dirty thirty campaign which was started in 1988 to clean up the neighborhood's worst 30 properties. Twenty - three of the original houses have either been cleaned up or torn down.

b) The block out drugs campaign launched in 1990 as a major anti-drug initiative to get rid of drug houses in Jordan. To date, over 35 drug houses have been eliminated.

c) The Citizen Inspector Program started in 1991 in cooperation with the Minneapolis Inspection Department to empower Jordan residents to participate in the process of

trying to upgrade and maintain the housing stock. Block club volunteers are trained by the Inspection Department to identify exterior housing violations. They send friendly letters to people with code violations and then continue to track the problems. In 1991 70% of the notified people corrected the problem without having to be referred to the Inspections Department.

6) Continuation of Existing City & State Programs:

Other state and city housing programs need to be available to the Jordan neighborhood on an on-going basis. They include but are not limited to the following:

MCDA Mortgage Program  
City of Minneapolis "Last Resort Deferred Loan Program"  
Home Ownership Works (HOW) Program  
Proposed and future HOPE 3 Initiatives  
Urban Homestead Program  
MHFA Revolving Loan Program  
MHFA Deferred Loan Program  
MHFA Accessibility Improvement Program

7) Public Relations:

Jordan will work with the Public Affairs Department, NNHS and other agencies to develop promotional strategies for the Jordan neighborhood and the housing programs.

COMMITMENTS/TASKS/COSTS:

I. CARE HOUSING COMMITTEE:

City of Minneapolis:

- \* Inspections: Provide equivalent of 1/4 full time staff person for a Housing CARE Committee. COST: Overtime costs approx. \$15,000/year ongoing for 1993-1998 to be absorbed.
- \* Other: Provide equivalent of a 1/2 full time staff person as facilitator for the Housing CARE Committee. COST: \$30,000/year ongoing for 1993-1998. To be absorbed

Jordan Area Community Council:

- \* JACC Housing Committee under the direction of the JACC Board, will set policies and guidelines for Jordan's Housing CARE Committee. COST: To be Absorbed.
- \* Hold block meetings to identify and prioritize housing problems in Jordan. COST: To be Absorbed
- \* Work with agencies and non-profit organizations to reduce the number of poorly managed and



maintained rental properties. COST: To be absorbed.

**Minneapolis Community Development Agency (MCDA):**

- \* Provide equivalent of a 1/4 full time staff person for development and coordination (acquisition) for a Housing CARE Committee. COST: Approximately \$15,000/year for 1993-1998 to be absorbed.

**II. HOME IMPROVEMENT REVOLVING LOAN FUND:**

**Jordan Area Community Council (JACC):**

- \* Work with the NNHS to determine priorities, strategies and timelines for the Home Improvement Revolving Loan Fund. COST: To be absorbed.

**Northside Neighborhood Housing Services (NNHS):**

- \* Establish a Home Improvement Revolving Loan Fund providing affordable home improvement loans for Jordan home owners with priority given to owner occupants. COST: \$1,850,000 one-time over 6 years 1993-1998. Funding: NRP \$1,450,000 one-time over 4 years 1993-1996. (see attached sheet for funding schedule and reserve fund breakout) plus (Source Unknown \$375,000 one-time over 2 years 1997-1998.
- \* Work with JACC's Housing Committee to determine priorities, strategies and timelines for the Home Improvement Revolving Loan Fund Program (administration costs). COST: Included in loan fund costs.

**III. PURCHASE/ REHAB REVOLVING LOAN FUND:**

**Jordan Area Community Council (JACC):**

- \* Work with NNHS to determine priorities, strategies and a timeline for the Purchase and Rehabilitation Revolving Loan Fund. COST: To be absorbed.

**Northside Neighborhood Housing Services (NNHS):**

- \* Establish a Purchase and Rehabilitation Revolving Loan Fund for moderate rehab. Priority given to vacant and boarded properties. This includes the issuance of \$5 million of General Obligation Bonds. COST: \$3,025,000 one-time over 6 years from 1993-1998.

Funding: (NRP: \$2,350,000 one-time over 4 years 1993-1996, which includes the issuance of \$5 million of General Obligation Bonds which will be \$600,000 in 1993 and \$600,000 in 1996) and in addition \$300,000 Private Foundation Support. (see attached sheet of cost projections), plus (Source Unknown \$375,000 one-time over 2 years 1997-1998).

- \* Work with JACC's Housing Committee to determine priorities, strategies and timelines for the Purchase and Rehabilitation Revolving Loan Fund. COST: Included in loan fund costs

#### IV. MAJOR HOUSING REDEVELOPMENT:

##### City of Minneapolis:

- \* Inspections: Work with JACC through the Housing Committee to identify and demolish 14 structures from 1993-1997. COST: \$126,000 one time over 5 years 1993-1997. To be absorbed.

##### Jordan Area Community Council (JACC):

- \* Hold block club meetings to enable Jordan residents to identify and work on housing problems in their block club areas. COST: \$20,000/year ongoing to be Absorbed.
- \* Contract for services for a housing evaluator for the Housing CARE Committee. COST: (NRP: \$90,000 over 6 years 1993-1998).
- \* Work with MCDA, Habitat for Humanity and other non-profit organizations to identify properties which need to be acquired and to identify boarded or vacant homes which need to be acquired and rehabilitated. COST: To be absorbed.
- \* Work with MCDA and Inspections to identify, acquire and demolish houses that can't be rehabilitated. COST: To be absorbed.

##### Habitat for Humanity:

- \* Work with JACC and the MCDA to acquire and rehabilitate 19 boarded and vacant houses from 1993-1998. COST: \$570,000 one time over 6 years 1993-1998). Funding: NRP \$450,000 one-time over 4 years 1993-1996 Plus (Source Unknown: \$120,000 one-time over years 1997-1998. (see attached major development component sheet for yearly schedule and costs).

##### Minneapolis Community Development Agency (MCDA):

(Note: The figures in this section represent a possible scenario and do not dictate how major redevelopment must be done. Money is flexible between programs outlined below).

Work with JACC through the CARE Committee to:

- \* Rehabilitate 33 boarded and vacant properties in Jordan during 1993-1998 through the Rehabilitation Incentive Fund (RIF). COST: \$1,650,000 one-time over 6 years 1993-1998. Funding: MCDA \$600,000 one time over 6 years plus NRP Funds: \$750,000 one time over 4 years 1993-1996 and (Source Unknown: \$300,000 one-time over 2 years 1997-1998).
- \* Complete 56 moderate rehabs from 1993-1998. COST: \$2,240,000 one time over 6 years 1993-1998. Funding: MCDA: \$1,305,000 one-time over 6 years 1993-1998 plus NRP Funds: \$785,000 one time over 4 years 1993-1996 and (Source Unknown: \$150,000 one-time over 2 years 1997-1998).
- \* Acquire and demolish 32 houses from 1993-1997. COST: \$480,000 one-time over 5 years 1993-1997. Funding: MCDA \$345,000 one time over 5 years 1993-1997 plus (NRP Funds: \$135,000 one time over 4 years 1993-1996).
- \* New construction of 23 houses from 1994-1998. COST: \$690,000 one-time over 5 years 1994-1998. Funding: NRP Funds \$540,000 one time over 3 years from 1994-1996 and (Source Unknown: \$150,000 one-time over 2 years 1997-1998).

V. CONTINUATION OF EXISTING JORDAN AREA COMMUNITY COUNCIL (JACC) PROGRAMS:

City of Minneapolis:

- \* Inspections: Work with JACC to maintain and expand the Citizen Inspector Program. COST: Training costs \$1000/year ongoing to be absorbed.

Jordan Area Community Council (JACC):

- \* Continue recruitment of residents for block clubs, CARE Committee, Citizen Inspector Program and other issues campaigns. COST: \$20,000 for community organizer 1992-1993 MCDA Citizen Participation. Funding source after 1993 MCDA Citizen Participation or Foundations.
- \* Expand the block club network to empower residents to identify and handle housing issues in their block club areas and to increase involvement by under-represented groups. See: "REDUCE INCIDENTS OF VIOLENT

**CRIMES. Objective 2: Increase Neighborhood Anti-Crime Efforts" page 6.**

- \* Continue involvement in the Citizen Inspector Program. COST: \$10,000 (1993) and \$12,000/year (1994-1998) this includes organizing, postage and printing. Funding Source: Foundations.
- \* Continue the dirty thirty program. COST: To be absorbed.

**VI. CONTINUATION OF EXISTING CITY PROGRAMS:**

**City of Minneapolis:**

- \* Planning Department: Work with Jordan to evaluate the R2B zoning to be considered for downzoning to R1. COST: To be absorbed.

**Minneapolis Community Development Agency:**

- \* MCDA: Continue other housing programs. COST: To be Absorbed.

**VII. PUBLIC RELATIONS:**

**City of Minneapolis:**

- \* Public Affairs: Staff the Housing CARE Committee when needed. COST: To be absorbed.
- \* Public Affairs: Jordan would work with the Office of Public Affairs to ensure that it was well represented on the Home Tour. COST: To be absorbed.

**Jordan Area Community Council (JACC):**

- \* Work with the Office of Public Affairs to change misconceptions of North Minneapolis and emphasize positive changes in Jordan. COST: To be absorbed.
- \* Work with the Office of Public Affairs, NNHS and other agencies to develop promotional strategies for the Jordan neighborhood and housing programs. COST: To be absorbed.
- \* Initiate and oversee promotional activities such as ad campaigns, brochures, and media relations. COST: (NRP: \$120,000 one time over 6 years, from 1993-1998. To be placed in the Purchase/Rehab Revolving Loan Fund).

General Comments:

It should be noted that the intent in the above housing programs is that funds be available to be used flexibly among the programs depending on which programs are working best in Jordan.

Priority has been given to programs which address the most urgent concerns, programs which are perceived to yield the greatest benefit in the reduction of crime and the trend from owner occupancy to absentee ownership.

Jordan plans on-going plan and program evaluation starting with the major redevelopment program after 18 months and the Revolving Loan Programs, as needed, to determine the effectiveness of the programs and to ensure that resources are directed/redirected to best address Jordan's housing needs.

The policies and guidelines for implementation of the elements of this plan will come from the Jordan residents through JACC. The JACC Housing Committee under the direction of the Board of Directors, will establish working policies and guidelines which will be followed by the CARE Housing Committee, Northside Neighborhood Housing Services, and other service providers of the plan.

The JACC Housing Committee will also rely on the technical advice from the CARE Housing Committee, Northside Neighborhood Housing Services and others experienced and participating in execution of the Jordan Area Housing Action Plan.



**RECOMMENDED USES OF MRP FUNDS  
1993-1998**

<u>Projects and Services</u>	<u>MRP Funds</u> <u>(\$000s)</u>	<u>Funding Unknown</u> <u>(\$000s)</u>
Equipmt./Neigh. Patrol Prog.	5	
Anti-Crime CARE Subcomm.	(16)	
Housing CARE evaluator	90	
Promotional Activities	120	
Rehab. 19 structures(Habitat)	450	120
Rehab. 33 structures	750	300
56 moderate Rehabs.	785	150
Demolition/32 houses	135	
New Construction (23 homes)	540	150
Purchase & Rehab. loan fund	2,350	375
Home Improvement loan fund	1,450	375
<b>TOTAL</b>	<b>6,691</b>	<b>1,470</b>



612 673 5138: # 2/3

CITY MPLS PLANNING-

:12- 8-92 : 2:23PM :

SENT BY: (612) 673-2728

**Jordan Action Plan**  
**Aug 20, 1992**  
 (\$ in 000's)

Annual Allocation  
 of Funds by:

Annual, Ongoing  
 Commit. by Source:

	1993	1994	1995	1996	1997	1998	Total	
City: DNS	18.5	18.5	0	0	0	0	37	?
Inspections	61	43	43	34	25	16	222	16
MCDA	410	390	390	390	390	390	2360	15
OPA	?	?	?	?	?	?	?	?
Planning	?	?					?	?
Police	80	80	80	80	80	80	480	80
Other	30	30	30	30	30	30	180	30
City Subtotal:	599.5	561.5	543	534	525	526	3129	141
Hennepin County:	15	15	18	21	22	21	113	21
Park Board:	0	0	0	0	0	0	0	0
Library Board:	0	0	0	0	0	0	0	0
School Board:	0	0	0	0	0	0	0	0
Neighborhood:	28	28	28	28	28	28	168	28
Private Investment:	860	1340	1160	1100	770	930	6160	?
Foundations/Grants:	98.5	120.5	139	139	139	139	775	89
Unknown:	0	0	0	0	715	755	1470	0
NIP:	2142	1431	1338	1710	35	35	6691	0
Annual Totals:	3743	3497	3226	3532	2234	2424	18656	279

# HOME IMPROVEMENT REVOLVING LOAN FUND

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
NRP Funds	\$300,000	\$300,000	\$300,000	\$250,000	\$200,000 *	\$175,000 *	\$1,525,000
Approx. # of Loans	38	38	38	33	27	23	197

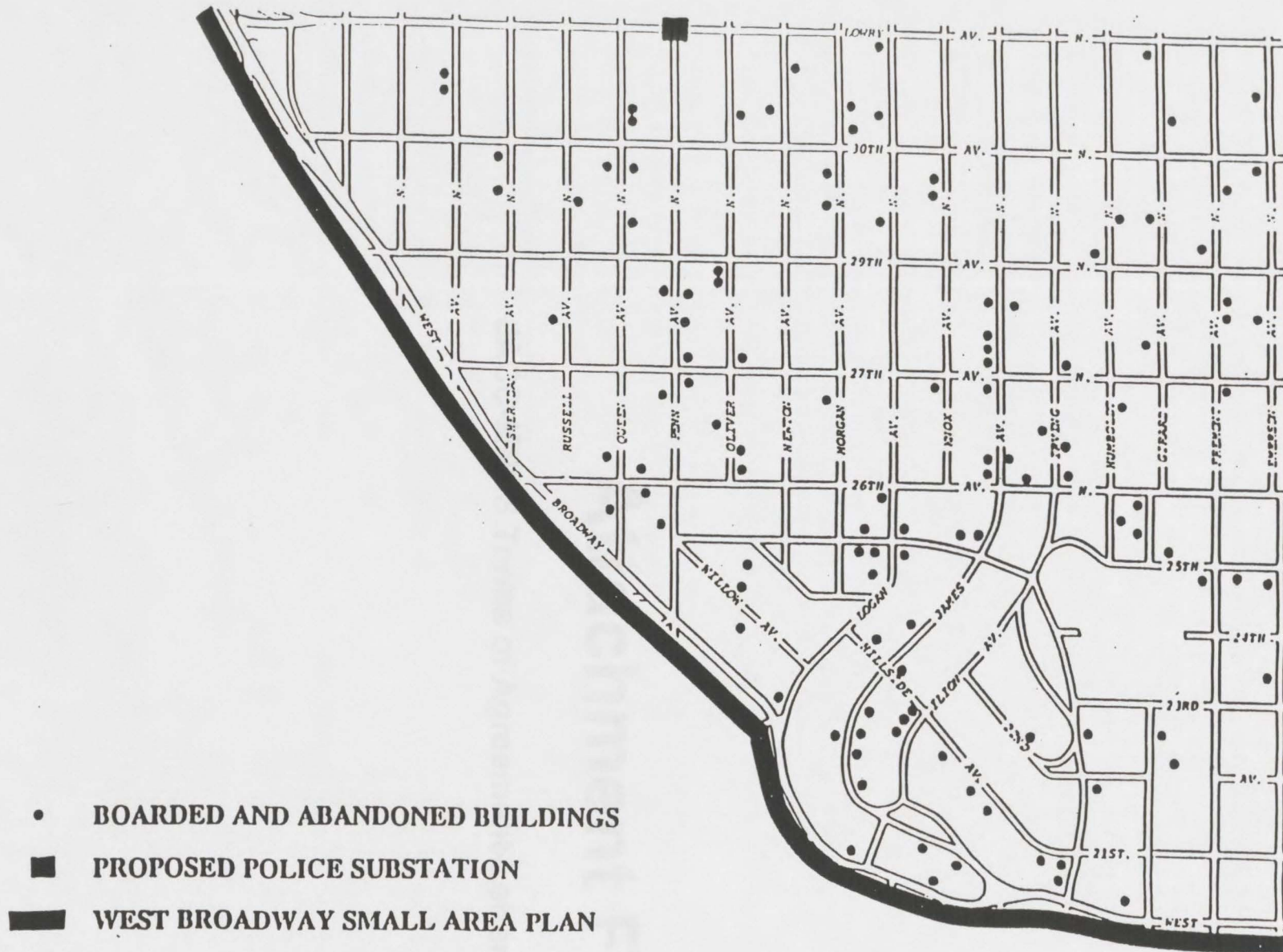
## PURCHASE / REHAB MORTGAGE FUND

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
NRP Revolving Fund Capital	\$300,000	\$300,000	\$300,000	\$250,000	\$200,000 *	\$175,000 *	\$1,525,000
Cost of Bonds	\$600,000			\$600,000			\$1,200,000
Mort. Revenue							
Bond Sales	\$2,500,000				\$2,500,000		\$5,000,000
# of Loans	22	22	23	21	21	20	129

## MAJOR HOUSING DEVELOPMENT

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
NRP	\$595,000	\$790,000	\$700,000	\$575,000	\$ 0	\$ 0	\$2,660,000
MCDAs	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$2,250,000
Inspections	\$ 45,000	\$ 27,000	\$ 27,000	\$ 18,000	\$ 9,000	0	\$ 126,000
Source Unknown	\$ 0	\$ 0	\$ 0	\$ 0	\$315,000 *	\$405,000 *	\$ 720,000
Total Cost	\$1,015,000	\$1,192,000	\$1,102,000	\$968,000	\$699,000	\$780,000	\$5,756,000
* Source of funds unknown at this time.							
Private Mortgages							
Leveraged	\$860,000	\$1,340,000	\$1,160,000	\$1,100,000	\$770,000	\$930,000	\$6,160,000
Rehabs & New Construction	20	28	25	23	16	19	131
Sidyard Sales	—	7	5	5	3	3	23
Total Houses Addressed	20	35	30	8	19	22	154
Total Funds Invested and Leveraged							\$21,166,000

# JORDAN PLAN MAP



# **Attachment F**

**JACC-NNHS Terms of Agreement-Letter**

March 29, 1999

To: Rony Davis  
NNHS  
1501 Dupont Ave. N.  
Minneapolis, MN 55411

CC: Theresa Cunningham  
MCDA

Dear Rony Davis,

This letter is to clarify the understanding and resolutions agreed upon between Northside Neighborhood Housing Services and the Jordan Area Community Council at our meeting on March 25, 1999.

- a. JACC requests that NNHS move forward on the redevelopment of 2700 Girard and 2650 Girard Avenues N.
- b. JACC requests that NNHS suspend any further work on 2710 Sheridan and 2705 James Avenues N. until the Jordan House Moving Project is completed.
- c. JACC will reserve up to \$8,000 per property (total \$16,000) in Contract # 4104 to cover administration fees for work performed by NNHS on 2710 Sheridan and 2705 James Ave. N.
- d. If or when JACC is able to reimburse funds into Contract #4104, NNHS will move forward on the redevelopment of 2710 Sheridan and 2705 James Avenues N, and/or any other properties mutually agreed upon by both parties.
- e. NNHS will assist JACC by providing access and/or copies of any paperwork necessary to complete the Jordan House Moving Project.

JACC would also like to request that NNHS do whatever is necessary in order to assist in expediting the sale of 2704 Humboldt Avenue N. to Dartrell Lipscomb.

Sincerely,

Char Perry  
Housing Coordinator, Interim Executive Director

# **Attachment G**

**Interview Summaries of Key Players**

# INTERVIEW SUMMARY OF KEY PLAYERS IN THE JACC SHOOL SITE HOUSE MOVING PROJECT

Name	Organization
CHAR PERRY.	HOUSING COORDINATOR / EXEC. DIRECTOR. JACC.
What is your role in this project	<ul style="list-style-type: none"> <li>* FINISHING UP THE PROJECT (STARTED NOV '90)</li> <li>* HOUSING COORDINATOR.</li> <li>* COORDINATE AGENCIES, BRING CONSENSUS, MANAGE FINANCES, TO OVERSEE COMPLETION.</li> </ul>
Did you experience any difficulty in implementing your part. Explain	<ul style="list-style-type: none"> <li>* LACK OF APPROPRIATE DOCUMENTATION BY WILL DARTWIFF AND VILTOR (FORMER EXEC. DIRECTOR). FN BANK HAD GOOD DOCUMENTATION.</li> <li>* TAKING UP POSITION OF EXEC. DIRECTOR.</li> </ul>
What do you think are the achievements and shortcomings of this project	<ul style="list-style-type: none"> <li>+ SUCCESSFULLY MOVED HOUSES 'EXTERNALLY'</li> <li>+ POSITIVE END.</li> <li>- NOT ENOUGH RESEARCH</li> <li>- NO COORDINATION WITH AGENCIES.</li> <li>- NO COORDINATOR IN JACC INITIALLY.</li> </ul>
How could the project have been done otherwise	<ul style="list-style-type: none"> <li>* MANAGE THE WHOLE PROJECT BETTER.</li> <li>* FOLLOW AGENCY RULES TO GET NO SURPRISES AT THE END.</li> <li>* HIRE FULLTIME PERSON FOR COORDINATION</li> <li>* OVERSEE CHANGE OF ROLES.</li> </ul>
How important do you think the project is for JACC as a neighborhood organization	<ul style="list-style-type: none"> <li>* IMPROVE REPUTATION - PREVIOUSLY ONLY HOUSING WAS THE FOCUS</li> <li>* SAVE FACE</li> <li>* DEMONSTRATE BETTER USE OF NRP MONEY</li> <li>* MORE HUMAN ASPECT HERE AS IT ADDRESSES THE NEIGHBORHOOD'S CONCERNS.</li> </ul>



# INTERVIEW SUMMARY OF KEY PLAYERS IN THE JACC SHOOL SITE HOUSE MOVING PROJECT

Name	Organization
DEB WAGNER .	WAS MARKETING REP. FOR JACC .
What is your role in this project	<ul style="list-style-type: none"> <li>* TO GET PEOPLE INTERESTED .</li> <li>* MARKETING - PUBLICITY WORK</li> <li>* CIRCULATE PAMPHLETS .</li> <li>* COORDINATED PR ON DAY OF THE MOVE .</li> </ul>
Did you experience any difficulty in implementing your part. Explain	<ul style="list-style-type: none"> <li>* COULDN'T HOLD PEOPLE TOGETHER IN THE PROJECT .</li> <li>* SOME PEOPLE / ORGANIZATIONS NOT COMMITTED .</li> <li>* CITY REGULATIONS DIFFICULT .</li> </ul>
What do you think are the achievements and shortcomings of this project	<ul style="list-style-type: none"> <li>+ SALVAGE VINTAGE HOUSING STOCK</li> <li>+ MAMOTA ACHIEVEMENT CONSIDERING THE SCALE OF THE PROJECT .</li> <li>- CITY DID NOT ENDORSE PLAN TO SALVAGE HOUSING STOCK .</li> <li>- ALL PLAYERS WERENT AS COMMITTED .</li> </ul>
How could the project have been done otherwise	<ul style="list-style-type: none"> <li>* GETTING NUMBERS STRAIGHT FIRST .</li> <li>* SIZE OF HOUSE IMPORTANT FOR HOUSE MOVES .</li> <li>* ANTICIPATE HIDDEN COSTS .</li> </ul>
How important do you think the project is for JACC as a neighborhood organization	<ul style="list-style-type: none"> <li>* JACC MANAGES TO MAKE A STATEMENT IN SALVAGING VINTAGE HOUSING STOCK .</li> </ul>

# INTERVIEW SUMMARY OF KEY PLAYERS IN THE JACC SHOOL SITE HOUSE MOVING PROJECT

Name	Organization
KEITH MASON	MASON GROUP - (DEVELOPER)
What is your role in this project	<ul style="list-style-type: none"> <li>* DEVELOPER</li> <li>* CONCEPT DEVELOPER.</li> <li>* FACILITATOR.</li> </ul>
Did you experience any difficulty in implementing your part. Explain	<ul style="list-style-type: none"> <li>* JACC KEPT THE ISSUE OF MCDA PROPERTY IN THE DARK.</li> <li>* STARTED WITH 13, ENDED WITH 3 HOUSES, THE SCALE IS NOT GOOD TO ACHIEVE PROFITABILITY.</li> </ul>
What do you think are the achievements and shortcomings of this project	<ul style="list-style-type: none"> <li>+ QUALITY HOUSING SAVED.</li> <li>- PROVED TOO COSTLY.</li> <li>- TOOK TOO LONG.</li> <li>- NO QUALIFIED PEOPLE TO IMPLEMENT THE PROJECT.</li> </ul>
How could the project have been done otherwise	<ul style="list-style-type: none"> <li>* THROUGH A PRIVATE DEVELOPER.</li> <li>* PROOF OF CONTRACTORS ABILITIES.</li> <li>* KEEP GOVT. AGENCIES' ACTIVITIES TO A MINIMUM.</li> <li>* TIME MANAGEMENT.</li> </ul>
How important do you think the project is for JACC as a neighborhood organization	<ul style="list-style-type: none"> <li>* NOT IMPORTANT ANY MORE</li> <li>* JACC IN 'GRIDLOCK' SITUATION WITH COMMITTEES AND AGENCIES.</li> </ul>

## INTERVIEW SUMMARY OF KEY PLAYERS IN THE JACC SHOOOL SITE HOUSE MOVING PROJECT

Name	Organization
PASTOR LA ANDRIAMIHAJA	JACC - VICE CHAIR.
What is your role in this project	<ul style="list-style-type: none"> <li>* NOT DEFINED - CAME IN ONLY FOR THE FINAL PART</li> <li>* OFFICIALLY VICE CHAIR.</li> </ul>
Did you experience any difficulty in implementing your part. Explain	<ul style="list-style-type: none"> <li>* MEETINGS NEED TO BE MORE OPEN, NOT ENOUGH COMMUNICATION.</li> <li>* DECISION MAKING GROUP FUNCTIONING IN A CLOSED CORE</li> <li>* COMMUNITY MEETINGS DISCUSSED ONLY SCHOOL ISSUES - LOCATION - NO HOUSE MOVES WERE DISCUSSED.</li> </ul>
What do you think are the achievements and shortcomings of this project	<ul style="list-style-type: none"> <li>+ SALVAGE HOMES - GOOD APPROACH TO THE HOUSING PROBLEM AS A POLICY.</li> <li>+ ADVANTAGES OF A SCHOOL IN THE NEIGHBORHOOD</li> <li>- NEED FOR MORE INDEPTH STUDY - RESEARCH.</li> <li>- ESPECIALLY ON COSTS.</li> <li>- MPSA TIME FRAME WAS TOO SHORT, JACC LACKED UNDERSTANDING OF THE PROJECT.</li> </ul>
How could the project have been done otherwise	<ul style="list-style-type: none"> <li>* CONSULTING - IN DEPTH INQUIRIES WITH OTHER NEIGHBORHOODS.</li> <li>* BETTER CONTRACTORS &amp; CONSULTANTS.</li> <li>* OPEN DECISION MAKING PROCESS.</li> <li>* PLAYERS' ROLE TO BE DEFINED.</li> </ul>
How important do you think the project is for JACC as a neighborhood organization	<ul style="list-style-type: none"> <li>* IMPORTANT FOR JACC TO DEMONSTRATE TO RESIDENTS,</li> <li>* WELL BEING OF COMMUNITY THROUGH 1) SCHOOL, 2) HOUSES SAVED.</li> <li>* MAINTAINED INTEGRITY THROUGH THIS PROJECT</li> <li>* JACC SETS A PRECEDENCE - AN EXAMPLE FOR OTHER NEIGHBORHOODS.</li> </ul>

# INTERVIEW SUMMARY OF KEY PLAYERS IN THE JACC SHOOL SITE HOUSE MOVING PROJECT

Name	Organization
POLLY JO PETERSON	CHAIR - JACC.
What is your role in this project	<ul style="list-style-type: none"> <li>* ADVISING</li> <li>* DECISION MAKING</li> <li>* POLICY OUTLINE.</li> </ul>
Did you experience any difficulty in implementing your part. Explain	<ul style="list-style-type: none"> <li>* KEPT IN DARK ABOUT DETAILS OF THE PROJECT.</li> <li>* PERFORMED A REACTIONARY ROLE</li> <li>* TIME</li> <li>* INEFFECTIVE FUNCTIONING OF THE TASK FORCE</li> </ul>
What do you think are the achievements and shortcomings of this project	<p>+ THOUSES WERE MOVED.</p> <ul style="list-style-type: none"> <li>- SCALE OF PROJECT - UNDERESTIMATED</li> <li>- CONTRACTOR NOT TO EXPECTATION.</li> <li>- INITIAL ECONOMICS, FAULTY</li> <li>- DIFFICULT RELATIONSHIP WITH MCDA.</li> </ul>
How could the project have been done otherwise	<ul style="list-style-type: none"> <li>* MORE RESEARCH</li> <li>* INTERACTION WITH OTHER NEIGHBORHOODS</li> <li>* MAKE A PROPER FEASIBILITY STUDY BEFORE TAKING A DECISION.</li> </ul>
How important do you think the project is for JACC as a neighborhood organization	<ul style="list-style-type: none"> <li>* HOUSING IS AN IMPORTANT CONCERN FOR JACC</li> <li>* JACC MAKES A STATEMENT</li> </ul>

# INTERVIEW SUMMARY OF KEY PLAYERS IN THE JACC SHOOL SITE HOUSE MOVING PROJECT

Name	Organization
TERESA CUNNINGHAM	MCDA.
What is your role in this project	<ul style="list-style-type: none"> <li>* ADMINISTER CONTRACTS .</li> <li>* GUIDELINES .</li> <li>* ADVICE .</li> </ul>
Did you experience any difficulty in implementing your part. Explain	<ul style="list-style-type: none"> <li>* JACC - 6 MONTHS LATE IN CONTACTING MCDA .</li> <li>* NOT INVITED TO MEETINGS</li> <li>* DIFFICULTIES WITH CONTRACTOR.</li> <li>* NO COMPETITIVE BIDDING DONE</li> <li>* DEADLINES WERE NOT KEPT.</li> </ul>
What do you think are the achievements and shortcomings of this project	<ul style="list-style-type: none"> <li>+ SAVED HOUSES .</li> <li>- BAD JUDGEMENT IN ANTICIPATING COSTS .</li> <li>- LACK OF UNDERSTANDING OF THE PROJECT .</li> <li>- LESS PROFESSIONALS INVOLVED</li> <li>- INEXPERIENCED CONTRACTOR .</li> </ul>
How could the project have been done otherwise	<ul style="list-style-type: none"> <li>* CLEAR INITIAL PICTURE OF FINANCIALS .</li> <li>* MOVED LARGER HOUSES &lt; 1000 SFT.</li> <li>* EVALUATE CONDITIONS .</li> <li>* LOCATION OF MOVE MORE CRITICAL TO RESALE</li> <li>* GREATER PR. - MORE PUBLIC BIDDING</li> <li>* EXPLORE OTHER SOURCES OF FUNDING . Eg: PRIVATE</li> </ul>
How important do you think the project is for JACC as a neighborhood organization	<ul style="list-style-type: none"> <li>* MONEY COULD HAVE BEEN SPENT ON REHAB .</li> <li>* JACC DEMONSTRATES ITS RESOLVE TO FINISH THE PROJECT .</li> </ul>

# INTERVIEW SUMMARY OF KEY PLAYERS IN THE JACC SHOOL SITE HOUSE MOVING PROJECT

Name WILL BARTRUFF.	Organization WILLIAM BARTRUFF & CO. . CONSULTANT / CONTRACTOR.
What is your role in this project	* COORDINATOR OF THE PROJECT
Did you experience any difficulty in implementing your part. Explain	* NO DIFFICULTY * PROBLEMS WITH MCDA. * FRANKLIN BANK NOT APPROACHED IN THE RIGHT WAY.
What do you think are the achievements and shortcomings of this project	+ COMMENDABLE FORESIGHT ON THE PART OF JACC, HOUSES SAVED. - LACK OF COORDINATION. - MCDA NOT APPROACHABLE - COULD HAVE BEEN BETTER FINANCED.
How could the project have been done otherwise	* BETTER FINANCING / SCHEDULES. * PUBLIC RELATIONS EXERCISE TO BE FOCUSED ON. * BANKS TO BE APPROACHED
How important do you think the project is for JACC as a neighborhood organization	* 100% SUCCESS. * CRITICAL TO SAVE HOUSES. * COMMENDABLE EFFORT * GOOD EXAMPLE.